

Weekend FINANCIAL TIMES

Weekend FT
A church divorced
from its people
SECTION II

World Business Newspaper

Thousands gather to greet Clinton during Dublin visit

President Bill Clinton crowned a visit to Britain and Ireland with an address in Dublin to a crowd of tens of thousands. Irish officials said the US president's trip had provided a strong platform to consolidate the search for a political settlement for the North. But UK prime minister John Major warned that the euphoria surrounding Mr Clinton's visit would not reduce pressure on the Irish Republican Army to disarm. Page 4; Super solo, Page 7

Tokyo agrees bank help plan: Japan's government agreed to use Bank of Japan advances and government guarantees to help the country's banks dispose of sizeable bad loans. Page 22

Lloyd's of London chiefs are discussing a deal with some of the most militant Names in the US which could end much of the litigation damaging the insurance market's US reputation. Page 4

Eurotunnel's Le Shuttle service has been bolstered by French strikes, winning freight traffic forced on to the road by rail stoppages and passengers from the ferries hit by action at ports. Page 2; Strike latest, Page 22

BHP bids \$1.5bn for Magna: Broken Hill Proprietary, the Australian resources company, announced plans to expand its copper interests through a US\$1.5bn offer for US-based Magna Copper Company. Page 6

London stocks recover after Budget

FT-SE 100 Index
Hourly movements
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Richardson, the Switzerland-based owner of the Rothmans tobacco and Vendome luxury goods businesses, reported a 5.4 per cent rise in interim profits to \$375.2m (RM73.5m) but warned profits growth, which probably slows in the second half. Page 6

Transatlantic trade pact: The US and European Union will sign an agreement in Madrid to strengthen transatlantic trade and political co-operation in the post-Cold War era. Page 2

UK objects to China's 'dictated' offer: Britain complained formally to China about the behaviour of an official who described Hong Kong governor Chris Patten as a dictator and criticised increased spending on social welfare. Page 2

General Motors is to pay a \$11m fine and recall 470,000 Cadillacs that the US government says were equipped with illegal devices to defeat pollution controls. Page 3

Britons jailed over cult plot: British women Sally Anne Craft and Susan Hagan, former members of a cult founded by Indian guru Bhagwan Shree Rajneesh, were jailed for five years each after being found guilty in Portland, Oregon, of conspiring to kill a US federal prosecutor in 1986.

Argentine bomb arrests: Argentine authorities arrested about a dozen people, including several soldiers, in connection with the 1994 car-bomb attack on a Jewish cultural centre that killed 86 people.

Egyptian elections: President Hosni Mubarak's ruling National Democratic party has won 90 per cent of the 168 seats declared in Egypt's parliamentary elections as violence interrupted counting.

Kenya moves to protect tourists: Kenya introduced a tourism protection unit to end attacks on tourists and win back confidence in the country's top foreign exchange earning industry.

England's cricket collapses: England slumped to 200 all out, well short of South Africa's first innings total of 322, on the second day of the second Test in Johannesburg. South Africa were five without loss in their second innings.

Companies in this issue

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Amico 5 Kryzmer 5
Aquot 5 KWR-PR 5
BET 5 MAID 5
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New London Capital 5
Novo 22 Novo 5
Pathos 5 Pathos Service 5
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Prestwick 5 Proteus Int'l 5
Rheine-Poulenc Rorer 5 Rhône-Poulenc Rorer 5
RPC 5 River Plate General 5
Scottish Radio 5
Swedes 5 Toy Options 5
Unilever 5 Triton 5
Welen Water 5 Wulf & Dudley 5

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Skiers who make a splash

WEEKEND DECEMBER 2/DECEMBER 3 1995



Out of black and into white

D8523A

Leeson faces sentence after guilty pleas to cheating

By Kieran Cooke in Singapore

Mr Nick Leeson, the British futures trader blamed for the \$1.4bn losses that brought down Barings Bank, was due to be sentenced early today by a Singapore court. He was facing a maximum of eight years in Changi prison after pleading guilty to two charges of cheating.

After his flight in February, nine-month imprisonment in Germany and extradition to Singapore just over a week ago, his two court appearances yesterday

were low-key. After the prosecution applied to have nine of 11 charges "stood down" - meaning they would not be proceeded with but taken into consideration when he was sentenced - Mr Leeson pleaded guilty to the other two.

Two pictures were given to the court of Mr Leeson - one of a manipulator who devised ingenious schemes to cover up his mounting losses, the other of a young and relatively inexperienced trader caught up in a ruthless game, who panicked when he

realised the position he was in. Mr Lawrence Ang, chief prosecuting counsel, said Mr Leeson had begun unauthorised, speculative trading using a secret account soon after his arrival in Singapore in 1982. "These unauthorised trades began on a modest scale. The volume soon grew.

Harried by Coopers & Lybrand, Barings' auditors, Mr Leeson cut, pasted and photocopied documents to show a fictitious payment of Y7.75bn (RM6m) by Spear Leeks and Kellogg of New York into Barings Futures Singapore, the Singapore inspectors' report

which laid much of the blame on Barings' "institutional incompetence". Mr Koh said Mr James Bax and Mr Simon Jones, both Barings Futures Singapore directors, knew about the accounts discrepancy detailed in the first charge, as did many senior executives in London.

Mr John Koh, Leeson's chief defence counsel, said his client had been reckless but was not a crook. "If he was, he could have enriched himself. He did not steal money." Mr Koh emphasised the Singapore inspectors' report

action." Mr Koh said. Both Mr Bax and Mr Jones are still in Singapore and have surrendered their passports to the authorities. It is unclear whether Singapore's Commercial Affairs Department intends to bring charges against them or other Barings executives.

Mr Leeson has offered to pay prosecution costs of \$150,000 (\$107,000). Money for that is being borrowed against property the Leesons own in London.

Defence urges leniency, Page 3

Spanish foreign minister named as new Nato chief

By Bruce Clark in Washington

Nato's 16 members yesterday named Mr Javier Solana, the Spanish foreign minister, as the next secretary-general of the alliance.

The selection of Mr Solana, 53, will end nearly six weeks of ill-tempered exchanges within the alliance over who should hold its top political job at a time when Nato is moving to Bosnia to carry out its biggest ever military mission.

The alliance yesterday authorised the immediate despatch of 2,600 troops to Bosnia to pave the way for the 60,000-strong peace implementation force.

Mr Solana said last night he would remain foreign minister until the EU summit in Madrid on December 15 and 16. But he would be "on duty" in the Nato job from next Tuesday, when his appointment is due to be confirmed officially by the North Atlantic Council.

A leading member of Spain's socialist government since 1982 and a one-time opponent of Spain joining Nato, Mr Solana secured the post after gaining the confidence of both France and the US.

skills Mr Solana showed in salvaging a complex accord between 27 European and Mediterranean nations at a meeting in Barcelona this week.

The status of Spain - within the Nato alliance but outside its integrated military structure - has raised queries among alliance diplomats over whether the holder of the top alliance post should come from Madrid.

But the US view of Spain's military credentials within Nato was enhanced after Spain made air bases available for long-range bombing raids on Iraq during the Gulf war. Britain, which has always been wary of any move to dilute the Nato military structure, made clear yesterday that it warmly endorsed the Spanish appointment.

In the US, most Republicans have promised to refrain from voicing doubts about US involvement in the Bosnia peace implementation force as soon as the first US troops are on the ground.

Senator Jesse Helms, chairman of the Senate foreign relations committee, said he was introducing legislation to provide arms and training for the Bosnian army.



Cuban president Fidel Castro tours the Great Wall on a 10-day visit to China during which he is studying Beijing's 'radical market reforms'. Betting leaders seek comfort in religion, Page 3

Madrid's cafés cry foul over football

By David White in Madrid

One of Spain's most entrenched institutions, the Saturday night football match on television, is under siege from a broad alliance of restaurant and bar owners, bodegakeepers, theatre and cinema operators.

They are worried about the damaging effect of televised football on a great Spanish tradition - the Saturday night out - and want the matches switched to Sunday afternoon, when they used to be played, or to a different time.

Opposing the various entrepreneurs - who met in Madrid yesterday to discuss their grievances - is a united front of television channels and the Professional Football League, which said a change was "univable".

"Saturday is the big night in Spain," said Mr Pedro Galindo, president of the Spanish Federation of Restaurants, Cafés and Bars.

If there is no televised football, Saturdays can account for more than 25 per cent of restaurants' weekly takings. But when football is on TV, the restaurants' Saturday takings are bit by bit at least 30 per cent, and up to 80 per cent when Real Madrid play Barcelona. Spaniards usually go out to dinner around 9.30pm.

Continued on Page 22

New cancer drug payments in UK to be based on results

By Daniel Green in London

If our new cancer drug does not work, you do not pay for it. That is the message UK doctors will soon be hearing from sales representatives for Rhône-Poulenc Rorer, the French-controlled US drug company.

RRP this week won European-wide approval for its new cancer drug, Taxotere. The price is likely to be more than £1,000 (\$1,500) per course of treatment, with at least two courses needed before the drug starts to work. Clinical trials show it will only be effective for about half the patients who receive it.

The company says the high price will put off cost-conscious National Health Service trust hospitals, not least because of the

severe side-effects suffered by some patients.

In other industries, if a product does not do what the maker says it does, you get taken to court," said Mr Tom Foy, RPR's oncology business unit director. "That doesn't happen in healthcare, so we are prepared to carry the financial burden of the drug in patients on whom the drug doesn't work."

RRP believes such tactics - increasingly unusual in the drugs industry - are increasingly necessary in the NHS. Cancer drugs compete for funds from pharmacy budgets against treatments ranging from high blood-pressure tablets to anti-depressants.

Simple pricing could give the impression that Taxotere has been cheap to research and pro-

duced, but there is also a competitive reason for the company's price offer. Taxotere is in a head-to-head fight in the breast cancer market with a similar drug, Taxol, made by Bristol-Myers Squibb, the US company.

Both are derived from chemicals found in the Pacific yew tree and are powerful killers of cancer cells. Clinical trials suggest Taxotere may be more effective at killing cancer cells, but side-effects, such as nerve damage, can be worse.

Mr Foy argued that RPR's pricing structure will encourage the company to run trials to find what kinds of patient do not respond to the drug.

NEWS: EUROPE

Solana impresses all the right people

By David White in Madrid

In the space of just three weeks, Mr Javier Solana has moved from being a non-starter in the Nato stakes to appointment as secretary-general.

His credentials lie in having managed to impress both the Americans and the French, who have been at loggerheads over who should take over the top Nato job.

The affable 53-year-old Spanish foreign minister has in recent months established a good relationship with Mr Warren Christopher, US secretary of state, who will be in Madrid this weekend with President Bill Clinton for a European Union-US summit. "They like each other a lot," said a US official.

The Americans have come to



Solana: non-starter to Nato secretary-general in three weeks

respect Mr Solana as intelligent, well briefed on sensitive subjects such as Bosnia, and a good consensus-builder. The option of Mr Solana for the Nato post became serious

when the US State Department made clear it wanted to see him considered.

The French accolade came earlier this week at the Euro-Mediterranean conference in

Barcelona, where Mr Solana hosted 24 other foreign ministers and persuaded Israelis, Syrians and Lebanese to agree a last-minute joint declaration. His performance was "a personal success", said Mr Hervé de Charette, French foreign minister.

The role of pragmatic conciliator has stuck to Mr Solana throughout his ministerial career, the longest of any Mr González, although from a very different bourgeois Madrid background, he is the only man to have stayed in the cabinet since the Socialists came to power in 1982.

Ironically, at that time, a few months after Spain joined Nato, he was opposed to membership. "We are radically against Spain's entry into

Nato," he was quoted as saying as an opposition MP. But by the time a referendum was held four years later to keep Spain in the alliance, he was arguing that not joining was a different matter from leaving.

Mr Solana, a Socialist from the early 1980s and a former professor in solid state physics, has been an MP for Madrid since the first post-Franco elections. He was culture minister, government spokesman, and then education and science minister before going to foreign affairs in 1992.

His resilience in government made him an obvious heir apparent to Mr González, who had been thinking of putting up Mr Solana instead of himself as the party's candidate for prime minister in elections scheduled for March.

The move to Brussels takes

away that option - which could well have meant Mr Solana sacrificing himself in the defeat which the government is expected to suffer.

When his name was floated earlier this month, it came as a surprise both to ministers in Madrid, and to Nato allies, especially considering Spain's special status in the alliance. It stands formally outside Nato's integrated military command structure, like France, but on the other hand is regarded as being, de facto, a full participant.

Mr Solana immediately faces a very challenging job, with an international force of 60,000 troops due to be sent to implement the Bosnia peace agreement. He will also have to deal with aspiring new members of Nato and Russia's opposition to enlargement.

INTERNATIONAL NEWS DIGEST

UK protests at Hong Kong 'dictator' gibe

The UK yesterday complained formally to China about the behaviour of an official who described Mr Chris Patten, governor of Hong Kong, as a great dictator and criticised the territory's increased spending on social welfare.

The British foreign office summoned China's chargé d'affaires in London, Mr Wang Qiliang, to tell him such abusive remarks about the governor were "unacceptable". Britain was also concerned the comments on spending "could be construed as interference with the promised level of autonomy for Hong Kong". Hong Kong has a long-standing policy of not allowing public spending to grow faster than its economy.

The remarks were made by Mr Chen Zuo'er, a relatively junior Chinese official briefing in Beijing this week on the preparation of next year's Hong Kong budget. The aim was to give China some idea of how the budget process works.

Though more senior officials have been ruder about Mr Patten in the past, Britain complained in order to discourage China from exacerbating tension in the sensitive period before the handover of Hong Kong. China last night appeared to have noted the message. Its embassy said China was clear about Mr Patten's position as plenipotentiary representative of the Queen in Hong Kong.

Peter Montague, London

Stet buys Russian stake

The Italian investment group Stet has taken a 25 per cent share in the Russian telecommunications group Svyazinvest, agreeing to pay \$640m and to invest a further \$770m in modernisation of the network. Mr Anatoly Chubai, first deputy Russian prime minister, said yesterday the deal was the largest investment made by a foreign company in the privatisation process. He said it was a sign of foreign confidence in the Russian economy and in the irreversibility of reforms.

Svyazinvest, created this year, is designed to provide competition in both domestic and international lines to the state-owned telecommunications network Rostelecom. It was formed from an amalgamation of the state's 51 per cent share in 86 regional and trunk operators.

John Lloyd, Moscow

Kwangju massacre probe starts

South Korean prosecutors today will summon former President Chun Doo-hwan as part of an investigation into a 1980 military coup led by him and the subsequent massacre of at least 200 pro-democracy protesters in the city of Kwangju.

Mr Chun may be arrested after questioning and join Mr Roh Tae-woo, his successor, in prison.

President Kim Young-sam last week suddenly ordered the investigation of the coup and massacre in an apparent attempt to regain popular support and distance himself from the shush fund scandal involving Mr Roh, his former political ally. Mr Roh, arrested two weeks ago on bribery charges, is also being investigated for his role in the 1980 military takeover.

Prosecutors said in July they could not indict those involved in the Kwangju massacre because they had "no authority to punish the leaders of a successful coup".

Prosecutors now say the situation has changed with the arrest of Mr Roh on bribery charges.

John Burton, Seoul

Japanese consumer prices fall

Consumer prices in Tokyo, an advance indicator for Japanese inflation, fell by 1 per cent in the year to November, the biggest drop in 40 years, according to official data published yesterday.

The decline was entirely due to a one-off 27 per cent fall in fresh vegetable prices after an unusually sharp rise in November last year, said the government's management and co-ordination agency. But even after adjusting for this, the underlying trend is for prices to be stable or falling slightly, a continued constraint on economic growth.

If fresh food is excluded, Tokyo consumer prices fell by 0.1 per cent in line with the previous trend. Official figures, however, include rising prices in sub-regulated sectors such as transport and utilities and exclude discount retailing.

Falling import prices, a consequence of the high yen, have been one factor in deflation. Evidence that the bank of Japan is continuing to buy dollars to weaken the yen emerged yesterday in the form of a \$376m rise in Japan's foreign exchange reserves in November to a new world record of \$181.25bn. It was the 10th month in a row in which foreign reserves have set a new high.

William Dowd, Tokyo

Frankfurt insider trader fined

Germany's new insider trading law produced a second conviction yesterday when a Frankfurt broker, Mr Heinz Schwake, was fined DM150,000 (\$108,000) for profiting from privileged trading information. A Frankfurt court also reprimanded him and imposed a suspended fine of DM540,000, payable if he commits a further offence over the next year.

Mr Schwake, responsible for trading in shares of Siemens (electronics) and SAP (software), had been suspended pending the prosecutor's investigation. At his request, he has now been dropped as one of the official Frankfurt brokers who match deals between buyers and sellers.

Andrea Fisher, Frankfurt

Daewoo chief may sell out

Mr Kim Woo-choong, the Daewoo founder and chairman, has offered to dispose of his personal shareholding in South Korea's fourth largest conglomerate, or chaebol, while retaining his position as top executive. The offer by Mr Kim appears to be aimed at persuading the government not to arrest him on charges that he bribed former President Roh Tae-woo for state construction contracts.

Mr Kim, who would become the first chaebol leader to relinquish complete ownership of his group, is also expected to announce an extensive reshuffle of group executives next week, largely by promoting younger managers.

Mr Kim was forced to donate most of his personal holdings in the group to the various Daewoo charity foundations in 1988 in return for securing emergency state loans to rescue Daewoo from the threatened collapse of its shipbuilding operations.

Officials have expressed scepticism about the use of charitable foundations by Mr Kim and other chaebol leaders to reduce their shareholdings. The nominally independent foundations are seen as an indirect means for the owners to retain control.

John Burton, Seoul

Spanish Socialist jailed

Spain's series of corruption affairs grew longer yesterday when a former Socialist regional president and a former public works director in Navarre, were jailed on suspicion of bribery. A one-time priest, Mr Gabriel Uriarte, 45, headed the Navarre government from 1984 to 1991. The detentions early yesterday were based on evidence from a case involving the ex-head of Spain's paramilitary Civil Guard police force, Mr Luis Roldán, who was arrested in Bangkok in February and faces corruption charges. Mr Uriarte, who resigned as local Socialist leader last year after being linked to Mr Roldán. The investigating magistrate said alleged illegal commissions might involve "practically all" large public works projects in Navarre, where the other accused, Mr Antonio Aragón was director, between 1988 and 1992.

David White, Madrid

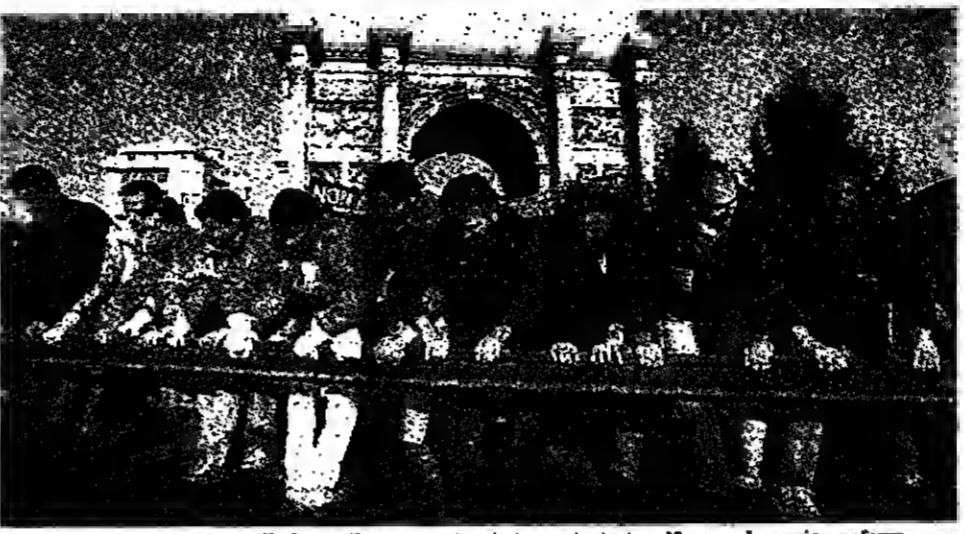
French strike fails to derail fortunes of Eurotunnel

By Geoff Dyer in London and Andrew Jack in Paris

There may be a three-hour wait for a taxi in Paris, the Metro may be at a standstill and the traffic jams may be 10 miles long. But there has been one beneficiary from a week of strikes in France - Eurotunnel, the Channel tunnel operator.

"November has been a record month for us, often well above the August peak period," the company said yesterday. It has won freight traffic that has been forced on to the road by rail strikes and picked up passengers from the ferries on the three days ports have been affected.

Business travel has not slowed, industry sources say,



Railway workers in Marseille lay rails across streets to protest at welfare and pension reform

but the leisure market has been hit badly.

Cresta Holidays, a large tour operator to France, said it was advising customers not to book trips to Paris before Christmas.

In Paris, entrepreneurs have

written little time in taking advantage of the strikes.

SNCF, the national rail operator, said private coach companies had been illegally soliciting passengers in stations.

Many shops have temporarily shut down or are working shorter hours because their sales staff have experienced difficulties in getting to work.

Matif, the futures exchange, said: "Some people are sharing cars but bicycles are becoming very popular. Our car park is full of them." One French bank was even reported to have hired a fleet of motorbikes to help its staff weave through central Paris traffic.

France and Germany gear up for next IGC

David Buchan analyses preparations by the two countries for revision of the EU's constitution

France and Germany are gearing up for another joint initiative of the future shape of "institutional" Europe.

The two countries may have a less decisive hand in revising the European Union's constitution next year than they had in steering the Maastricht treaty when for a time France resisted enlarged Germany getting more seats than it in the European Parliament.

"President Chirac favours the generalisation of qualified [weighted] majority voting" in EU business, Mr Barnier affirms. Does this mean extending majority voting to issues of R & D funding, some environmental policies and all tax decisions, which are still determined by unanimity? Mr Barnier will not reveal France's hand, except to reaffirm: "we are very open to majority voting in virtually all areas" of EU business.

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NEWS: INTERNATIONAL

'What he did was a cover-up of losses, not a cover-up of crimes... our client is not a crook'

Defence urges leniency for 'misguided' Leeson

By Kieran Cooke in Singapore

It took investigators many months to understand how a series of disastrous deals by an errant trader in Singapore could have caused the collapse of Barings. In Singapore yesterday it took less than five hours for both prosecution and defence to present the case for and against Nick Leeson, the man at the centre of events.

Mr Lawrence Ang, the chief prosecuting counsel, told the court he would only proceed on two of the 12 charges against Leeson.

One charge, that of deceiving Coopers & Lybrand, the auditors of Barings Futures Singapore (BFS), was amended to the lesser offence of cheating and did not, as originally presented, include the more serious fraud charge.

The other charge, of cheating Singapore International Monetary Exchange (Simex) by falsely reporting trading positions, was unchanged. The other nine charges would not be dropped but "stood down" - meaning they would be taken into consideration for sentencing. Leeson pleaded guilty to both charges. The first carries a maximum sentence of one year, the second seven years.

Mr Ang, prosecuting, described what he called the "esoteric class" of trading known as financial derivatives, the workings of Simex and the Nikkei 225 contracts traded by Leeson.

Mr Ang told the court that, soon after arriving in Singapore in 1992 as derivatives operations manager at BFS, Leeson opened the special 88888 account within the BFS CONTAC system, the firm's computerised settlements system. Leeson, said Mr Ang, began to use the account for unauthorised speculative trading. "These unauthorised trades began on a modest scale. The volume soon grew," said Mr Ang.

In October 1994, Coopers started an annual audit of BFS. "Coopers' audit worried him for, by December 1994,

his speculative activities in the 88888 account had led to a deficit of Y7.77m" (£43.3m) in order to conceal that deficit, Leeson, at the end of December 1994, fed false Nikkei 225 trades into the CONTAC system. When Coopers eventually discovered a Y7.77m discrepancy in the BFS accounts and asked Leeson for an explanation he blamed a system error.

He then "concocted the ingenious explanation" of an over-the-counter option trade, brokered by BFS on behalf of Spear, Leeds and Kellogg of New York (SLK). To support this he forged letters from SLK and Mr Ron Baker of Barings Securities, London, confirming the trade. He then made two "round trip" transfers between two BFS Citibank accounts to show a

"He is remorseful and has mentally and emotionally prepared himself for imprisonment"

fictitious Y7.77m had been paid in. When Citibank sent a fax reporting the amount, Leeson cut and pasted a photocopy to disguise the fact that this had been an internal BFS transfer.

The actual collage was recovered from the drawer of the accused's desk in Barings Futures," said Mr Ang. Leeson told the Commercial Affairs Department (CAD), Singapore's financial police, he took the risk that they (the auditors) were not very good at their job. Subsequently Coopers gave BFS an unqualified provisional audit clearance for 1994.

On the second charge Mr Ang detailed the Simex trading system and the way Leeson came up with a "simple, yet highly effective scheme" to misrepresent his actual trading positions.

He exploited weaknesses in the

BFS CONTAC system to misrepresent his long trading positions and so misled Simex's computerised system into adjusting his short trades. Since then was deceived into calculating the wrong margin requirements.

Mr John Koh, chief defence counsel, referred to the first charge as an act of simple cheating by "a dynamic but in the final analysis insufficiently experienced trader." The second act "reflected the desperate attempt of a judgment-impaired young man in panic trying to eliminate ballooning losses."

"It is critical to bear in mind that our client is to be punished on the charges and not for the collapse of Barings," said Mr Koh. Quoting the Singapore's inspector's report, Mr Koh said Barings' management must share responsibility. Proprietary trading was a ruthless business. Leeson recognised he had been misguided and had returned voluntarily to plead guilty. He had co-operated fully with the CAD. "He is remorseful and has mentally and emotionally prepared himself for imprisonment."

Mr Koh's mitigation was based on four points:

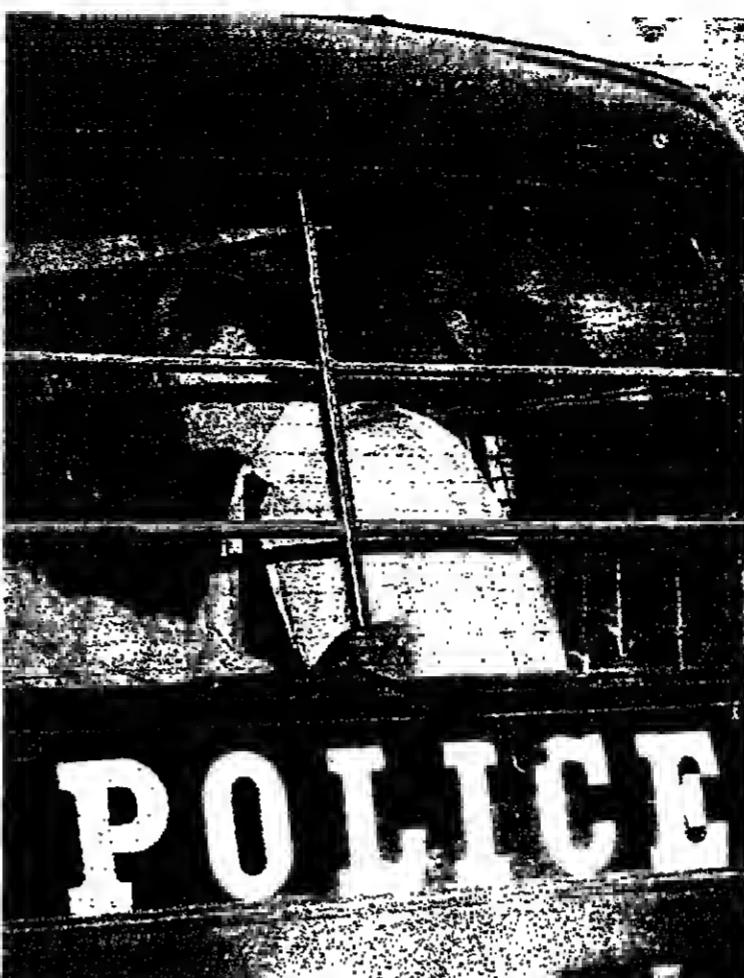
• The 88888 account was never secret and Leeson's trading was done openly. "There can be no doubt that as the trades got larger and larger... our client would have welcomed discovery."

• It would have become at least equally the responsibility of Barings to manage the positions he had taken and to rectify the situation.

• Leeson did not flee from Singapore. "It was the panic that caused him to leave... he left because he could not cope with the pressure." He travelled openly.

• He did not intend to malign Singapore's legal system but was misled into believing that in certain cases a fair trial was not possible in the island republic. He apologised for having such doubts.

On the first charge Mr Koh said Barings bosses, including local direc-



Leeson is driven away from court yesterday after admitting fraud. Barings management must share the blame for the collapse, said his lawyer

tors James Bax and Simon Jones, as well as many senior executives in London, knew of important balance sheet discrepancies but took no action. "They compromised to obtain an audit clean bill of health." Mr Koh said the auditors compromised themselves. They could easily have sought verification directly from SLK.

Mr Koh asked for leniency. "There was no loss caused to anyone. There was no pecuniary gain to him."

On the second charge, Mr Koh said as the trades began to look suspect, Simex queried BFS and Barings management and not Leeson. It received

assurances from the Barings group. There had been no actual loss to Simex. No harm had been done to Singapore's image as a financial centre.

Mr Koh talked of Leeson's background of how he helped his father bring up his younger brother and two younger sisters after his mother died. At the time of the offences, Leeson's wife had a miscarriage - an emotionally traumatic event said Mr Koh.

This was not a usual case. "What he did was a cover-up of losses, not a cover-up of crimes... our client is not a crook," said Mr Koh.

LEESON'S PATH TO PRISON

January 1985 - Rumours surface among traders on the Singapore International Monetary Exchange (Simex) that Barings Futures Singapore (BFS) is building up massive positions on Nikkei stock futures on Simex and in Osaka.

January 17 - Earthquake in Kobe, Japan, causes Nikkei Index to plummet. Leeson's trading escalates.

February 1985 - Barings trading and losses rise even further, with holdings of \$270m of futures and options in Japan and Singapore in gamble on the Nikkei 225 index.

February 23 - Leeson and his wife Lisa leave Singapore for Kuala Lumpur, Malaysia. From a Kuala Lumpur hotel, Leeson sends handwritten fax messages to two Singapore bosses, apologising "for the predicament that I have left you in".

February 24 - Leeson flies to Kota Kinabalu on Borneo island.

February 25 - In London, Barings staff and Bank of England officials sort through Leeson's positions to determine extent of losses, which appear to be at least £625m.

February 26 - Barings crisis becomes public knowledge. Barings goes into administration.

February 27 - Regulators in Asian countries, including Japan, Malaysia, Singapore, Hong Kong and the Philippines, shut down Barings operations. Britain announces investigation by the Board of Banking Supervision and Control, as well as Bank of England and Barings internal inquiries. Singapore seeks Leeson's arrest on fraud charges.

March 1 - Leeson flies from Malaysia to Brunei, then board a flight for Frankfurt, en route for London.

March 2 - Leeson is detained on arrival in Frankfurt.

March 3 - Singapore officials arrive in Frankfurt to seek Leeson's extradition.

March 6 - Dutch bank ING buys Barings for £1 and injects \$1.08bn to enable it to resume trading.

March 9 - Singapore's finance minister appoints two Price Waterhouse executives to investigate the Barings collapse.

March 21 - Singapore forms a global panel to advise against future Barings-style crises.

July 18 - Report by Britain's Board of Banking Supervision blames Leeson and control failures for Barings collapse.

September 13 - Britain's Serious Fraud Office says it will not seek to extradite Leeson, ending his hopes of a trial in Britain.

October 4 - German court orders that Leeson be extradited to Singapore to face trial. Leeson says he will appeal.

October 17 - Singapore official inspectors' report on Barings collapse accuses senior managers, including BFS managing director James Bax and Barings chief executive Peter Nonis, of trying to conceal Leeson's trades.

October 29 - Leeson drops appeal against extradition to Singapore and apologises for having doubted the fairness of their legal system.

November 22 - Germany deports Leeson, who is accompanied by his wife and lawyers.

November 23 - Leeson arrives in Singapore and is formally arrested.

November 24 - Leeson formally charged in court on 11 charges of cheating, fraud and forgery, but enters no plea. Transferred to maximum-security prison.

December 1 - Leeson pleads guilty to two charges of fraud, which carry a maximum sentence of eight years in jail, after prosecutors agree to stand down the other nine charges.

China's unholy intervention over divine heir

Tony Walker on the politics of a Tibetan Lama's anointment

Set side by side with China's continuing rush to modernity, this week's anointing in Lhasa by religious luminaries and Communist party heavyweights of the reincarnation of the Panchen Lama seemed other-worldly.

Even by the most surreal standards of communist make-believe, circumstances surrounding the selection of a six-year-old heir to be the divine replacement for the 10th Panchen, who died in 1989, was reminiscent of a revolutionary soap opera.

Adding to a sense that China this week had somehow entered the theatre of the bizarre, Fidel Castro, the visiting Cuban president, and China's leaders exchanged Russian-style bear-hugs and addressed each other as comrade in ways that were a reminder of an earlier period.

Church and party came together on the roof of the world in curious juxtaposition for the anointing of the Panchen "soul boy", whose significance in the eyes of China's atheist rulers in Beijing had much less to do with spirituality than it did with the geopolitics of the vexed Tibetan issue.

Since the Dalai Lama, the exiled spiritual leader of the Tibetan Buddhists, nominated his own candidate to be the Panchen's heir in May - the Panchen Lama is the second most important figure in Tibetan Buddhism - Beijing has exhibited a certain ruthlessness in enforcing what it regards as its right to sanction the choice of the new Panchen.

The Dalai Lama's nominee "disappeared", and there ensued a furious assault on the boy's reputation and that of his parents in the state-controlled media. Gedhun Choekyi was said to have drowned a dog, making him ineligible to be a lama. His family was branded as being "notorious among their neighbours for speculation, deceit and scrambling for fame and profit".

At the same time, China's rulers, from President Jiang Zemin down, became involved in the arcane process of selecting a suitable candidate from dozens of possibilities among six-year-old Tibetan children deemed to have the qualities necessary for such high spiritual office.

Harking back to practices established during the reign of Emperor Qianlong of the Qing dynasty in the 18th century,

the scale of success for Egypt's ruling National Democratic party in this week's parliamentary elections has surprised observers and angered the opposition.

Although most constituencies showed no clear winner and will have to be re-run on Wednesday, the results so far show the NDP winning 90 per cent of the seats.

A landslide victory by the NDP was widely expected, but the extent of alleged vote rig-

ging has provoked bitter resentment towards the government by many Egyptians. The result is being viewed in Cairo as a further indication of the government's unwillingness to allow political dissent.

Yesterday's opposition newspaper accused the authorities of widespread electoral abuses and thuggery.

Islamist candidates have

been targeted. Many hoping to stand as independents from the officially-banned Moslem Brotherhood were given three-to-five year jail sentences by a military court a week before the election for unspecified illegal political activities. Others complained of constant harassment by the authorities.

Yesterday, the secular opposition joined the attacks on the government. Mr Yassin Serag el-Din, a Wafid leader, said the elections were the worst in Egypt's history. "My initial optimism was shattered by the abuses I saw," he said.

So far, no candidate from any of the 13 opposition parties, most of which boycotted the last election in 1990, has won a seat. Mr Hassan al-Alif, the interior minister, who denied electoral abuse, said the election was the fairest in history.

Mr Hosni Mubarak, had won 123 out of 136 seats announced so far.

The rest were taken by independents, many of whom are expected to side with the NDP. Mr Alif said the turnout was the highest in recent years at 50 per cent of Egypt's 21m

registered voters.

Counting is continuing in 14 seats and a further 29 will be re-run in a second round next week. After all the 441 elected seats are filled, Mr Mubarak appoints a further 10 parliamentarians to the house which rarely challenges government legislation.

Mr Mohamed Said Ahmed, a respected local commentator, said the results demonstrated a high level of insecurity felt by the regime. "What worries me is that this situation as they see it must be much worse than

we thought. Otherwise there was no need to stick their neck out to such criticism," he said.

However, some diplomats played down the backlash.

"Egyptians simply don't have a straightforward democratic process," said one. "Like all previous elections it was a free for all whoever can fix it best will win. What has to be remembered though is that this isn't Syria or Iraq. There is a degree of political pluralism, there was a hard fought campaign, and the opposition can call foul when they lose."

Power of publicity turned on America's sweatshops

US retailers have been angered by a scheme to pressure them to monitor the conditions under which garments are produced

Mr Robert Reich, US secretary of labour, was outraged. "We have uncovered slavery here in the United States," he fumed after his department discovered a garment factory in El Monte, California, where 72 Thai immigrants worked 18 hours a day in "inhuman conditions" to supply some of America's leading retailers.

"It's time for this industry to wake up," said Mr Reich, drawing attention to an increase in "sweatshop" labour in the US - long hours at below-poverty level wages.

Mr Jeff Hermanson, the Union of Needle Trades, Industrial and Textile Employees (UNITE), maintains that sweatshops "are becoming the norm rather than the exception". A 1994 report of the General Accounting Office noted that the current state of the US garment industry differed little from those at the turn of the century.

While the spiritual leader did not use the word "pretender", there is no question that in the eyes of many Tibetans both in Tibet and in exile, the Beijing-sanctioned Panchen represents damaged goods.

In Washington, the International Campaign for Tibet said: "China will have a tremendous hard time convincing - or even coercing - a candidate picked by them, and not the one chosen by the Dalai Lama." It accused Beijing of mounting the "most aggressive and comprehensive political campaign ever to counter the influence of the Dalai Lama in Tibet and undermine Tibetan Buddhism."

Arguments over the authenticity of the new Panchen are certain to echo down the ages and China's rulers may come to regret their "divine" intervention.

track down the origins of every garment they purchase in the vast "food chain" of manufacturers, sub-contractors and even sub-sub-contractors.

"If they wished to know, they could know," Mr Reich says. Current law excuses retailers from responsibility if they were unaware that the goods they sold were made at sweatshops.

In order to make the "white list", retailers must submit detailed proof that they are shunning sweatshop-produced goods.

Several retailers have complained that the labour department is hurrying the process because of the publicity potential of the Christmas shopping season.

The timing of Mr Reich's move has angered several retailers. "What could be worse timing? The Christmas season is the most important," says Ms Alison Wolf of the American Apparel Manufacturers' Association.

"This could be disastrous for America's retailers," warns Mr Robert Blattberg of the centre for retail management at Nor-

thwestern University in Chicago, who says even a small shift in sales could translate into big cuts in profit. Retailers earn 20 per cent of annual profits during the Christmas shopping season.

"What better season than Christmas to attract retailers to garner and, in turn, the consumer anger that could be potentially engendered."

A recent poll by Marymount University in Arlington, Virginia, notes that an overwhelming number of US consumers would be willing to pay an extra \$1 on a \$20 garment that was guaranteed to have been made in a legitimate shop and would carefully consider the labour department list when making their shopping choices.

Critics of the poll say that consumers might say one thing on the telephone to save their conscience but may act less righteously when they come to open their wallets.

"Ultimately, it's up to the consumer," Mr Hermanson said. "They are the ones with the power to spur retailers into action."

Afshin Molavi

General Motors is to recall and repair 470,000 Cadillacs that the US government says were equipped with illegal devices to defeat pollution controls. Reiter reports from Washington.

Under a settlement with the Justice Department, GM will pay an \$18m fine, spend more than \$25m to recall and refit the vehicles and up to \$8.75m on projects to offset emissions from these vehicles, such as buying back older cars or buying new school buses.

This was the first judicial vehicle recall aimed at curbing damage to the environment, the government said, and the \$18m civil penalty was the second largest under the Clean Air Act.

The Justice Department said the settlement resolves civil claims and said the department has "no present intention to go after GM criminally".

Peace talks with US Names to open today

By Ralph Atkins,
Insurance Correspondent

Some of the most militant Lloyd's Names in the US have entered peace talks which could pave the way for a deal ending much of the litigation blighting the insurance market's reputation in the states.

Mr Ron Sandler, Lloyd's chief executive, and Mr Philip Holden, head of the market's financial recovery department, are in California today to tell

the American Names Association how the settlement process will work.

The rapprochement is significant because the American

LLOYD'S
LOYD'S OF LONDON

Names Association - unlike Names' groups in the UK - has not taken part in talks on Lloyd's recovery plan launched in May. Names are the individ-

uals whose assets have traditionally supported the insurance market. "As part of its litigation strategy, the ANA has agreed to consider the possibility of settlement with Lloyd's, if such can be achieved for the benefit of members," the US association said.

Lloyd's recovery plan, due to be implemented in the Spring, would apply to all Names. However the US association, representing about 800 Names,

has seen its interests being best served by continuing litigation. It argues US Names have a particularly strong case in arguing they were deliberately misled about the risks involved in joining Lloyd's.

Mr Richard Rosenblatt, association chairman, said: "Our understanding is that when you buy something, there is full disclosure. In England you have *caveat emptor* which means it is up to the buyer to decide whether the goods are

as described. It is a subtle but giant difference."

To break the deadlock, Lloyd's is, in effect, dealing with the US Names separately from others. That could offer the Names the prospect of a quicker deal than under the main recovery plan - although it was unclear last night whether better financial terms would be available.

The settlement talks are a step for Lloyd's which faces investigations by securities

regulators in Arizona, Illinois and Colorado worried about the possible mis-selling of Lloyd's membership.

Lloyd's believes its hands have been strengthened by the decision of US courts to rule that claims against the insurance market should be heard in the UK. But Mr Rosenblatt insisted litigation would continue pending a settlement and that appeals and court hearings in the pipeline ruling may well go in the Names' favour.

Premier insists IRA must disarm

Financial Times Reporters
in London and Dublin

Mr John Major, the prime minister, yesterday warned Irish republicans that the euphoria surrounding President Bill Clinton's visit to Ireland will not reduce British pressure on the Irish Republican Army to disarm before its political allies enter all-party peace talks.

Mr Major said the president's "remarkable" visit had given "a huge boost" to the peace process. But he warned that parties representing illegally armed paramilitary organisations would have to "change their ways" before entering constitutional negotiations.

His comments were clearly aimed at the nationalist Sinn Féin party. "They are going to show that, like other parties, are committed to exclusively peaceful methods," Mr Major said at a Conservative party conference in London. "The time has come for them to start ridding themselves of weapons and explosives so that they, too, can join the constitutional negotiations."

In the Republic of Ireland, President Clinton crowned a triumphal visit to Britain and Ireland with an address in Dublin to a crowd of tens of thousands. He told them that a further breakthrough in the peace process "will lift your neighbours in Northern Ireland; if there is peace in



Talking heads: President Bill Clinton in Dublin yesterday with President Mary Robinson of the Republic of Ireland

Northern Ireland, it is your victory too."

Officials of the government of the Irish Republic said Mr Clinton's trip, and his carefully balanced appeals to Roman Catholics and Protestants to take risks for peace, had provided a strong platform to consolidate the search for a political settlement for the North.

After holding talks with Mr John Bruton, prime minister of the republic, Mr Clinton described the "winning track" strategy launched by the British and Irish governments last Tuesday as "a brilliant

formulation". Mr Clinton praised Ireland's contribution to the development of the US and its role in recent United Nations peacekeeping operations. "You have made peace here," he told them.

The president called on Ireland's opposing religious traditions to "learn to respect differences" and to "fight the struggle within our own spirit".

Irish commentators likened the evangelic tenor of Mr Clinton's appeals to the people to those of President John F. Kennedy, who visited the Republic of Ireland in 1963.

50 people arrested in crackdown by Customs

By Roderick Oram,
Consumer Industries Editor

Brewers and distillers said yesterday they were virtually powerless to prevent fraudulent exports of their products which are costing the government tens of millions of pounds in lost excise duties.

Their comments came shortly after Customs & Excise investigators arrested nearly 50 people across the country. The investigators alleged that the 50 were involved in such an export scam.

The raid by 400 officers on Thursday of some 70 bonded warehouses, transport depots and homes followed a long investigation into trucking companies and related parties based in south-east England. About 15 of the most senior executives arrested are likely to be charged, Customs said. Some 2m bottles of drink were seized.

Customs officers alleged that the people arrested were buying from brewers and distillers

duty free because the goods were meant for export. The goods were trucked to the gang's own bonded warehouses in the UK and then to a warehouse in Antwerp, Belgium. The gang then returned the goods to the UK under false documents and sold the beer and spirits duty free into the UK trade.

About 20 per cent of the cost of a bottle of spirits is excise duty, so the scope for profit under such a scheme was substantial, Customs said.

Officers alleged that the gang had organised 15 to 20 truck trips to Antwerp each week for the past nine months. The fully-taxed UK retail value of the shipments could be between £200m (£308m) and £300m, representing a tax loss of up to £180m.

Since the advent of the European Union single market in 1993, Customs has stopped making regular inspections of trucks and documents at UK ports. As a result, the UK drinks industry believes, the

volume of this form of fraudulent "diversion" exports has risen dramatically. "We are obliged to sell to anybody who has a bonded warehouse... and the number of bonded warehouses has increased sharply in recent years," a leading distiller said.

Bass, Britain's second-largest brewer, said government rules allow it to refuse to sell to a customer on only three grounds: they are not credit-worthy; they fail to return kegs; or they do not store beer properly. "Customers don't have to prove to us that they are exporting," Bass said. If the customer has a bonded warehouse, the customer can buy the beer duty free.

The distiller said that it was devoting much more resources to trying to track goods which might be illegally re-imported because such trade was damaging to legitimate wholesalers and retailers. But little progress could be made until it was easier to track goods through, for example, different labels.

Drinks record biggest surplus

by comparing manufacturing data with trade data.

The data show that in 1993 the alcoholic beverages sector recorded a trade balance of £2.1bn (£3.2bn) amid healthy exports and few imports. The next-largest positive trade balance was in aerospace, which is the third-largest manufacturing sector in the UK.

Although aerospace items were

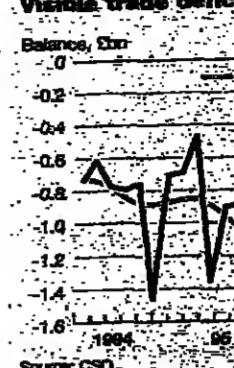
the largest single export category in 1993, they were also the fifth-largest import item, resulting in a trade balance of £2.06bn.

Vehicles were the UK's largest manufacturing industry. But although cars are the second largest export, they are also the largest import, resulting in the largest trade deficit of any sector in 1993.

UK NEWS DIGEST

September trade data buck trend

Visible trade deficit



Britain's trade balance with the rest of the world improved in September, official figures showed yesterday. But the underlying trend suggests that the deficit is gradually deteriorating, reversing the improvement seen in the balance last year. The Central Statistical Office said: Analysts expect September's improvement will be wiped out in October, since data already published on the balance with countries outside the European Union show that the non-EU trade balance widened sharply in October. The CSO said that the visible deficit for September, measured overall (£1.54bn) - the lowest level for three months. This improvement partly reflected a 4.6 per cent rise in exports, which largely stemmed from a 10 per cent rise in exports to non-EU trade.

Gillian Tett, Economics Correspondent

NatWest Tower now 'surplus'

National Westminster Bank is expected to announce next week that it will not reoccupy the NatWest Tower, the tallest building in the City of London, which was badly damaged by an Irish Republican Army bomb in April 1993. The 180m building has been empty since the IRA blast, which shattered much of the 12,000 sq m of glass in its windows. The bank moved 1,300 staff to other sites in the City and has now decided that the tower is surplus to requirements.

The NatWest Tower was built as a headquarters for the bank in the late 1970s. It was the UK's tallest building until the completion of the main tower at Canary Wharf, the large office development in London's docklands, which is 65m higher. Property agents said the building was unlikely to be re-let to a single tenant such as an investment bank. Despite its impressive height, the floors are too small to satisfy modern banking requirements. It is likely that the building will be let floor-by-floor as a business centre, similar to New York's Empire State Building. Simon London, Property Correspondent

PCs top Christmas wish list

More than four out of 10 consumers in Britain (43 per cent) would choose a £1,000 (£1540) multimedia personal computer for Christmas in preference to other popular and identically priced gifts, according to an Intel/Gallup survey. The choice included a colour TV (19 per cent), hi-fi system (24 per cent) and 35mm camera kit (7 per cent). Education emerges as the main reason why people want to buy a PC. Women place greater emphasis on the educational benefits of a PC (41 per cent) than men (35 per cent).

Reasons for wanting a PC for Christmas



Source: Intel/Gallup. cent against 28 per cent) while men are keener on games (15 against 7 per cent). The survey, prepared by Gallup for Intel, the US semiconductor manufacturer, was based on face-to-face interviews with almost 1,400 consumers aged between 16 and 54.

Paul Taylor, Industrial Staff

Scrutiny ahead for Murdoch TV

The Office of Fair Trading yesterday announced a six-month review of the position of British Sky Broadcasting in the TV television market. Raymond Snoddy writes. Mr John Bridgeman, director-general of fair trading, said he would review informal undertakings given by BSkyB in March following complaints from cable operators. Mr Rupert Murdoch's media conglomerate is the biggest shareholder in BSkyB.

The review will cover mainly issues relating to the terms under which BSkyB supplies programme channels such as Sky Sports and The Movie Channel to cable operators.

The main areas of contention include BSkyB's practice of "bundling" channels and offering them at a set fee of about

60 per cent of what BSkyB charges those with dishes. The two largest cable operators - TeleWest and Nynex - are not involved in the dispute.

The Independent Television Commission is facing the possibility of a second court review of its decision to award the Channel 5 television licence to Channel 5 Broadcasting, a consortium made up of MAI, the television and financial services group; Pearson, owner of the Financial Times; CLT, the Luxembourg-based international broadcaster; and Warburg Pincus, the US investment bank.

The review will cover mainly issues relating to the terms under which BSkyB supplies programme channels such as Sky Sports and The Movie Channel to cable operators.

The main areas of contention include BSkyB's practice of "bundling" channels and offering them at a set fee of about

Privatisation Overseas groups not barred from bid for military property

Sale of soldiers' homes marches on

By Simon London,
Property Correspondent

Privatisation of houses used by married members of the armed forces has advanced further with the issue of an information memorandum for potential bidders. The Ministry of Defence, advised by investment bank NatWest Markets, has selected as preferred bidder for Rail Express Systems, an offshoot of the state-owned national network. Apart from the train, which carries members of the royal family, RES also operates Royal Mail's travelling sorting offices and vintage steam trains used for excursions.

The ministry's confidence has some justification. The worries of many in the forces should be soothed by the fact that after privatisation their homes will still be managed by the ministry.

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Mr Tom Power, Wisconsin's financial director, said he did not foresee any problems car-

rying members of the royal family. "We are quality operators and we are in this to do things right," he said. "We have handled President Bush on our railway during election campaigns. If we can satisfy the secret service of the US government I don't see us having a problem in the UK." But Mr Brian Wilson, the opposition Labour party's chief transport spokesman, was critical. "It is a further Tory humiliation for Britain that we need Americans to own and operate the engines which pull the royal train," he said.

Investors will receive a secure income of not less than £100m (£154m) in the first year.

The level of guaranteed income will depend on the speed at which the ministry's requirement for housing declines. It will also depend on the behaviour of rents, which will move in line with open-market levels, reviewed every five years. Applying an aggressive yield of around, say, 6 per cent to the initial rental income suggests a capital value of about £1.6bn. At 8 per cent, the average yield in the commercial property market, the capital value is closer to £1.25bn. But this ignores potential capital profits. For exam-

ple, the buyer of the married quarters estate will be given between 3,000 and 7,000 freehold properties which are already surplus to ministry requirements.

These houses can be either let on the open market, sold or redeveloped. More properties will become vacant as the ministry's requirement for married quarters diminishes. Houses will be handed back each year, which will gradually reduce the flow of government-backed rental income but could lead to redevelopment opportunities.

Quite where the market will settle on a price is an open question. But processes of between £1.5bn and £2.5bn look likely depending on whether NatWest markets can drum up some competitive bidding. The parcel of assets is probably too large to be sold to a single investor. The range of skills required fully to exploit the assets - investment, property management, development, housebuilding - also suggests that a consortium is the most likely winner.

The biggest risk is that conservative UK institutional investors will hold back because of the residential nature of the assets. Despite the financial packaging, investment in residential property remains a minority pursuit.

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Alliance joins list of building societies which have withdrawn from agency operations

A&L seeks buyer for estate agency

By Alison Smith,
Investment Correspondent

Alliance & Leicester, the UK's fourth largest building society, is seeking to dispose of its estate agency.

The move will make it the latest in a stream of mortgage lenders to retreat from estate agency, a business which they entered in the 1980s as a way of generating and protecting mortgage sales.

Bristol & West, the ninth largest society, is set to sell its Hamptons estate

agency chain within the next couple of weeks. It is in detailed discussions with a single potential purchaser.

A&L has not yet decided how to dispose of its 71-branch operation. It is focused in three areas - the east Midlands, East Anglia and south-east England - and was built up over two years from 1989.

However, the society is conscious that the current climate is not an easy one in which to sell at a reasonable price. Nationwide, the UK's second largest society, sold its 304 estate agency

branches last autumn for £1.5m.

The difficulties of estate agency were underlined in October, when Cornerstone, the independent estate agency chain, put 70 of its branches into receivership.

However, some of the UK's largest mortgage lenders forecast a 10 per cent rise in transactions next year. This would make estate agency more attractive.

A&L's estate agency incurred a pre-tax loss of £4.5m in 1994, similar to the previous year.

The society would not comment yesterday on its intention to sell the subsidiary.

Disposing of the estate agency appears to be another strand in A&L's preparations for becoming a public limited company. It is expected to announce its intention to become a bank early next year.

It recently announced plans to streamline its core operations with the closure of more than 40 of its 400 plus branch network.

MAID's Internet supply link boosts shares

By Paul Taylor

Shares in MAID gained more than 16 per cent yesterday after the UK-based online business information supplier announced that it would provide its Profound business intelligence online service over the Internet.

The shares, which have been extremely volatile since the company floated at 110p in March last year, closed 36p higher at 274p yesterday.

In August the shares more than doubled after it announced a strategic alliance with Microsoft under which it would provide business information services for Microsoft Network Online.

Mr Dan Wagner, chief executive, claimed the company's engineers had achieved a technical breakthrough in order to make MAID's business information databases available to the estimated 30m people who have access to the Internet.

Internet browsers will be able to log into MAID's computers on the World Wide Web, part of the Internet based on graphics pages, and search for information in real time.

MAID's computers store the equivalent of more than 100m pages of business information.

"We have converted a mainframe system to a massive web site," he said. "The Internet has suffered from a lack of structured business information, we are proud and excited to be the first major online business information service to offer a full one-stop shop on the Internet."

Using Netscape Technology we will offer the most advanced features possible through the Internet."

The new service will be structured so that it generates revenues from MAID's existing corporate customers as well as the occasional information seeker.

New customers will be asked to provide credit card details over a secure link once only, after that access will be most optimistic for the year after.

Operating losses this time amounted to £6.97m (£4.25m). The company made a profit of £1.5m on disposals - mainly a stake in Metro Radio - offset by a £4.3m write-down in the carrying value of Air Studios.

Chrysalis has been spending money on expanding its music publishing, television produc-

Chrysalis returns to the black and pays dividend

By Raymond Snoddy

Chrysalis, the media group responsible for television series such as *Crocodile Shoes*, yesterday announced a move back into profit, thanks to the sale of a radio stake, and its first dividend for two years.

In the year to August 31, the visual entertainment, export music publishing and radio group made a pre-tax profit of £1.02m (£3.35m loss) on turnover of £74.2m (£70m). A final dividend of 2.75p is payable from earnings per share of 2.65p (1.106p losses).

Mr Chris Wright, chairman, said yesterday that all four divisions made considerable progress during the year and that he was convinced the company now had a "maintainable dividend policy".

He conceded, however, that Chrysalis would return to a pre-tax loss in the current 12 months, although he was more optimistic for the year after.

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Chris Wright: Chrysalis lost money on the Crocodile Shoes series

tion, film development and distribution and radio activities.

"As a company we don't know what else we could do. We are trying to build businesses," Mr Wright said yesterday. He added that the transformation from a music company to a broad-based media group was almost complete.

A total of £5.1m had been invested to start-up businesses and £2.4m injected in new signings to music publishing.

The company plans to apply for all four of the new regional licences to be advertised by the Radio Authority.

Chrysalis also admitted yesterday that it lost money on the *Crocodile Shoes* series, despite its ratings success. There was cost overrun because of the illness of Jimmy Nail, the writer, director and star of the series.

Wolves cheered by dedicated beer drinkers

By Roderick Orrin,
Consumer Industries Editor

Wolverhampton & Dudley Breweries delivered a ringing defence of its regional brewing strategy yesterday - bolstered by the managing director's experience behind a Birmingham bar - as it unveiled a 14 per cent rise in annual pre-tax profits to £63.5m.

"Consolidation is not the only game," said Mr David Thompson, managing director of the UK's largest regional brewer. "Most important is the development of your own business." Although Scottish & Newcastle had bought Courage and other takeovers could follow, sheer size was not the

issue. Wolves believed it had purchasing power similar to much larger brewers. If already had the leading Midlands brand in Banks's, a strong portfolio of premium lagers and critical mass in its pub chain.

With only 16 per cent of the Midlands market and 4 per cent of the north-east through its Camerons business, the group had plenty of scope for growth.

Working last Saturday evening as a barman at one of Wolves's pubs on a Birmingham housing estate, only heightened his enthusiasm. "It was a completely hilarious evening," said Mr Thompson. "The age of the dedicated beer

drinker is far from dead. People still made complete sense after 10 pints and could sing into the karaoke machine with passable musical talent."

Beer drinking among women is clearly on the rise, he believed, thanks to better and more varied beers, less aggressive marketing and greater conviviality in pubs. "Those girls didn't mess around. They were drinking pints," Mr Thompson has often worked behind the bar but has recently required it of senior executives.

The results for the year to October 1 were at the top end of City forecasts and the shares closed up 21p to 531p. They reflected an improvement in

the second half after disappointing interim. Take-home trade volumes rose 15.5 per cent; on-trade volumes fell 2.9 per cent reflecting a loss in free trade sales.

Pre-tax profits before property disposals were up 7 per cent at £40.2m on turnover ahead 4 per cent to £230m. Debt fell to £38.1m (£37.1m) and EBITDA rose 6.6 per cent (17.9 per cent) thanks to the £25m disposal of its hotel chain. A proposed final dividend of 9.9p makes a total of 15.3p, up 10 per cent. Earnings per share rose from 38p to 45.6p.

• COMMENT

David Thompson is renowned among brewers for his insight into analysis of the industry and his unalloyed pleasure in its product. After slightly downward interim, the City was pleased to see him and Wolves return to form with these results. One of Wolves's strengths is its attention to detail thanks to its deep understanding of its customers and products. That shows in its pub performance and its ability to profit from the lowest beer prices in the country. Profit growth will be steady but sound thanks to pub investment. This year, a forecast £42.4m before property profits gives an undemanding multiple of 13. One for the long haul, even if the ladies of Birmingham switch to halves.

The group predicted improved sales after starting the current financial year with more than 1,100 completed units, against 864 last year. Selling prices, meanwhile, increased by 1 per cent to £65.300 (£64.200).

Mr Thompson warned, however: "We continue to be constrained by the increasing difficulties in securing planning consents on a timely basis due to the delays in processing applications and appeals by local authorities."

Earnings per share rose 53 per cent to 7.2p (4.7p).

The British Investment Trust PLC.

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Company Half-Year Financial Highlights as at 30th September (unaudited)

	1995	1994
Net Asset Value	253p	231p
Per Share		
Ordinary Shareholders' Funds	£789m	£722m
Dividend Per Share	2.2p	2.1p

For the Secretary, The British Investment Trust PLC, Donisthorpe House, 97 Haymarket Terrace, Edinburgh EH12 5HD.

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COMPANIES AND FINANCE

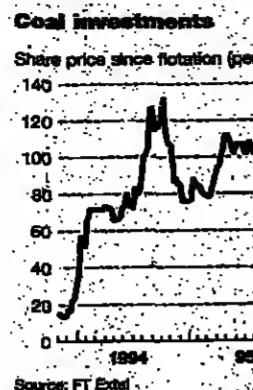
Coal Investments must raise cash next year

By David Lascelles,
Resources Editor

Coal Investments, the company set up by Mr Malcolm Edwards, the former commercial director of British Coal, will need to make a rights issue early next year, the company said yesterday. The shares fell 38 per cent.

Responding to a Stock Exchange request for clarification, Coal Investments said further capital would be needed "to achieve its planned level of production". The company was working with its financial advisers and banks on the terms, which would be announced in the first quarter of 1996.

Coal Investments also said it had agreed new terms with its consortium of banks on a £20m credit facility. The banks, NatWest, UBS and Indosuez, had restricted the facility because of delays in achieving production targets, but these have been eased.



Mr David Davis, finance director, said the company was using half the facility "and would now be using more". He declined to say how much might have to be raised through the rights issue.

Coal Investments shares fell 21p yesterday to 38p, having been at a high earlier this year of 121p.

The fall follows mounting

concern over delays in developing coal mines, and the likely effect on profits.

In September, Mr Edwards warned that the delays would affect this half year's results, due on December 18. In its last financial year, the company lost £18.3m. Analysts had been expecting a small profit this year.

There has also been concern that Coal Investments may have engaged in excessive price-cutting in order to win long-term coal contracts with power generation companies.

Mr Davis denied there had been any additional problems. "Production is building up as we had planned," he said, and the price of the coal contracts was "internationally competitive".

Coal Investments failed to win the bidding for the majority of British Coal's assets, but it has acquired a portfolio of five mines, a number of which had to be reopened after lengthy closure.

BA delays details of big change in top management

By Michael Cassell,
Business Correspondent

Wide-ranging changes to streamline top management of British Airways will not be announced for at least another 10 days, the airline said last night.

Mr Robert Ayling, who takes over as chief executive from Sir Colin Marshall in January, put his proposed changes to fellow directors yesterday

during the monthly board meeting.

It had been thought that an announcement would follow immediately but the airline said there would be a delay until details were made known.

BA would not confirm whether the proposed changes had been agreed, but it is believed Mr Ayling won backing for his proposals, leaving him to announce them after his return from a visit to

Japan. The airline said "pressures on time" meant the announcement could not be made before then.

Mr Ayling, who wants his new team in place by the time he becomes chief executive, has made it clear he requires changes to structure as well as personnel. He is keen to see changes in reporting structure and improvements in internal communication for its 53,000 employees.

Dalepak shares tumble 42p

By David Blackwell

Shares in Dalepak, the subject of a reverse takeover by Cavanagh & Gray this week, fell 42p to 94p yesterday.

The fall took the frozen food group's shares below the 105p placing price. At yesterday's close, the enlarged group, which yesterday changed its name to Cavanagh & Gray, has a market value of about £63m, compared with the 70m envisaged.

The shares soared from about 100p to 136p at the beginning of last month on rumours of a takeover. However, food manufacturers have come under pressure or fears of a supermarket price war.

Mr Peter Holley, finance director of the enlarged group, said he was surprised by the fall, adding: "Quite frankly we are disappointed, as anybody would be on their first day."

The deal was approved by more than 90 per cent of Dalepak's shareholders at an extraordinary meeting. Shareholders in Cavanagh, a private group that makes chilled foods, backed the deal overwhelmingly.

Under the deal, 41.2m new Dalepak shares were issued, taking the total to 67m. Cavanagh shareholders received 141 new shares for each Cavanagh share held.

Dalepak also raised £13m through a placing and 31.4m open offer of up to 14.3m shares at 105p. About 22 per cent of the open offer was taken up.

The issue was sponsored and underwritten by Robert Fleming. Brokers were BZW.

Ascot at £8.8m after further restructuring

By Geoff Dyer

Ascot Holdings, the property, hotels and pubs group which is looking to transform itself into an industrial holding company, reported pre-tax profits up from £2.1m to £8.8m in the six months to September 30.

Ascot, formerly Control Securities, hit trouble after Mr Nazmu Virani, its former chairman and chief executive, was arrested in 1992 in connection with the collapse of BCCI. A financial restructuring was completed last year.

The group plans to sell existing assets, including hotels in Spain and the UK, during the next three years and expand through acquisition.

Profits were affected by a £6m goodwill write-off and a 6m gain compared to book value from buying back a tranche of Swiss Franc bonds.

Operating profit on continuing businesses rose to £10.2m (£9.5m), on sales of £30m (£28.4m) with a further £3.5m (£3.8m) from discontinued operations. Disposals have reduced net debt to £8.1m, against £9.9m at the year-end.

Ascot has recruited Mr John Foster, formerly of NatWest Ventures, to head its corporate finance team. Mr Howard Dyer, chief executive, said this marked the start of the process of looking for acquisitions. The group wanted to buy underperforming industrial businesses and had been examining on average one transaction a day. After the disposals, Ascot would have £70m of cash.

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FINANCIAL TIMES

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Hopes for more to come

In his third Budget, Mr Kenneth Clarke knew he had to deliver tax cuts. But he also knew the public sector borrowing requirement this year was forecast to be £7.4bn higher than expected a year ago. So there had to be fiscal prudence, as well. In the event, the chancellor of the exchequer satisfied both demands by fully satisfying neither with tax cuts for 1995-97 of £3.1bn, spending cuts of £3.8bn and the decline in the public sector borrowing requirement shifted back a year. His party expects more next November. Will it get what it wants?

The entire debate is largely misconceived. One aspect of this is the way attention is focused on income tax, even though it is responsible for only a quarter of government receipts.

Another is exaggeration of the "cuts". The ratio of total government receipts to gross domestic product is forecast to fall by only a quarter of a percentage point, from 38.4 per cent in 1995-96 to 38.4 per cent next year. This represents a true tax cut of only £1.9bn, the remaining £1.3bn merely being the return of the automatic increase in the tax burden with economic growth.

The overhang of tax increases imposed earlier in the parliament must also be remembered. The ratio of general government receipts to GDP is still expected to rise from 30 per cent in 1993-94 to 37.4 per cent in 1996-97, a net increase of £13.2bn in 1995 prices, equivalent to nearly 7p in the pound on the basic rate of income tax. It is hardly surprising that the government is so unpopular.

In judging prospects for next year, much attention has been devoted to the optimism of the Treasury's forecast for GDP next year. The 3 per cent rate of economic growth is indeed above the current consensus.

Mid-cycle pause

The rationale is that the slowdown in growth in the course of this year is just part of a worldwide mid-cycle pause. The US economy already recovered its growth momentum in the third quarter of this year. Long-term interest rates have regained virtually all the ground they lost last year. Moreover, the Federal Reserve lowered short-term interest rates by a quarter of a percentage point in July; the Bundesbank cut the discount rate to 3% per cent in August; and the Bank of Japan cut its rate to a record low of 1/4 per cent in September.

Inflation, forecast at 2% per cent in the Group of Seven leading industrial countries, creates no obstacle to aggressive monetary

easing. From the point of view of the UK, it is particularly helpful that its principal European neighbours are in the same boat, with low inflation and a slowdown.

There must be a good chance that early reductions in interest rates on the continent, led by the Bundesbank, would permit lower rates in the UK as well, without undermining the pound's fragile stability. Since sterling reached an all-time low last month on a trade-weighted basis, this matters.

Even if economic growth were to be below 3 per cent next year, overall inflation (as measured by the GDP deflator) could well exceed the forecast of 2% per cent. If so, nominal GDP would still grow fast enough to support what the Institute for Fiscal Studies considers cautious Treasury revenue forecasts for next year.

Buoyancy decline

Here, admittedly, is a puzzle. General government receipts are expected to be £6.8bn lower this year than was expected a year ago. This is partly because the economy is expected to grow only 2% per cent in 1995-96, down from 3 per cent expected a year ago, and overall inflation is expected to be 2% per cent, down from the 3% per cent forecast last year. But it is also because of an inexplicable rise in tax buoyancy, notably in VAT receipts.

On balance, the forecasts for revenue do not seem unreasonable, with over-optimism on some points offset by caution on others. Targets for public spending, however, are optimistic. The control total (which excludes cyclical social security) is expected to fall by 0.9 per cent in real terms next year. Even spending on health is expected to stand still. Perhaps the government can hold the line on spending in this way for another year. But it is bound to prove difficult.

Even if all were to go as planned, the PSBR would be 3 per cent of GDP in 1995-96 and 2 per cent in 1997-98. The chancellor could then offer another Budget much like this year's. But much more than that would involve jettisoning plans to balance the budget in the longer term.

That may be Mr Major's secret plan: to hope things turn out as well as forecast, pocket half the contingency reserve once again, and allow the PSBR to float up to 3 per cent of GDP in 1997-98. That would give a desperate Tory prime minister £10bn to play with, enough to deliver a 20p basic rate after the general election. Would the British public fall for such a ruse again? Would Mr Clarke fall for it even once?

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5936 (please set fax to "fine"), e-mail: letters.editor@ft.com. Translation may be available for letters written in the main international languages.

Compensation to farmers must end

From Mr Terry Wynn MEP.

Sir, Caroline Southey reports on the "Fischer" plans to reform the Common Agricultural Policy further ("Changes down on the farm", November 28). It is quite phenomenal that we are currently spending Ecu 26bn (some £20bn) on compensatory payments to around 8m farmers in the EU. That is £20bn in compensation simply because the price of their cereals, milk or whatever has gone down.

Moreover, it transpires that nearly 40 per cent of those farmers

have another source of earnings and only about 2.2m are full-time farmers.

I, like various commentators on the Fischer paper, am also surprised and pleased by the tone. However, I know Commissioner Fischer has rejected the idea of more radical reform as being too costly - probably precisely because the compensatory payments would cost too much.

I am sure I will be shot at from all directions but I respectfully submit that compensation to farmers

cannot last forever. It has to be partial and it has to be time-limited. No wonder the farmers are not complaining too much at the thought of further "reforms". They are looking forward to more compensation.

Terry Wynn,
chairman, land use and
food policy inter-group,
European Parliament,
Mae 3277,
97-113 rue Belliard,
Brussels

Key in to all the family

From Mr Frank Haigh.

Sir, Tim Jackson's report "Ethics and your phone book" (November 27) does not mention that CD-Rom phone disks are a boon to those doing genealogical research. An acquaintance asked me to find others in Canada with the name Parcher. Using the Canada-Phone Rom-Disk it took me less than 45 seconds to display all those of that name with a phone in Canada and perhaps another 15 seconds to print them out, together with addresses and postal codes. There were only about 13 as I recall. Not so useful if you are a Smith or a Jones, or your name is John MacDonald and you hail from Cape Breton, Nova Scotia.

Frank Haigh,
19 West Park Drive,
Ottawa, Ont. K1B 3G6
Canada

Stamp on it

From Mr Peter Verstage.

Sir, If the UK chancellor, Kenneth Clarke, had slapped a tax of £10 per thousand on envelopes, there would have been an uproar. All serious minded people would see it as being blatantly unfair to one particular industry. Yet the effect of the 1p increase in postal charges announced for the spring will be exactly the same.

May I, on behalf of the envelope industry, urge the government to reconsider.

Peter Verstage,
Managing Director,
Mekvale Envelopes,
Grange Mills, Weir Road,
London SW12 0LX, UK

Internet is about distribution, not product. The point of business software is to enable users to increase productivity and profitability, in order to ensure the continued success of the enterprise. If software fails in this, it can be universally compatible, downloaded or launched as a big cultural event, but it will still be pointless.

Only by adding simplicity and simplifying usage will software producers grant greater benefits to users. The barriers to IT in business lie not in communications, but in

user acceptance and response to organisational change. Only when users themselves build enterprise-wide IT systems will they "own" them and therefore use them. Then the business will drive the IT department and not vice versa.

Malcolm Lewis-Jones,
Managing Director,
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not mentioned in the article. Stewart Marshall has long held a prejudice in favour of diesels. He should present a more balanced view.

Peter Wood,
Little Cracalt,
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The celebrated Mittelstand companies will thrive only if Germans become more entrepreneurial, writes Andrew Fisher

Cost of being safety-conscious

Germans are being asked to take risks. As big companies shed jobs and move more production abroad, political and business attention is shifting to small and medium-sized companies to see if they are dynamic enough to help maintain employment and prosperity.

Many of Germany's Mittelstand (medium-sized) companies are world class. The best are highly export-oriented and technologically alert. But concern is growing about their financial strength and capacity to innovate. Germany's lack of a thriving venture capital scene to nurture new high-tech companies is also cause for worry.

Last month Chancellor Helmut Kohl added his voice to those calling on Germans to become less security-minded and more entrepreneurial. "Kohl has a sense for what is happening," says Mr Gunter Dünkel, head of corporate banking at Bayerische Hypotheken- und Wechsel-Bank. "The problem has developed to the level where it is approaching a crisis."

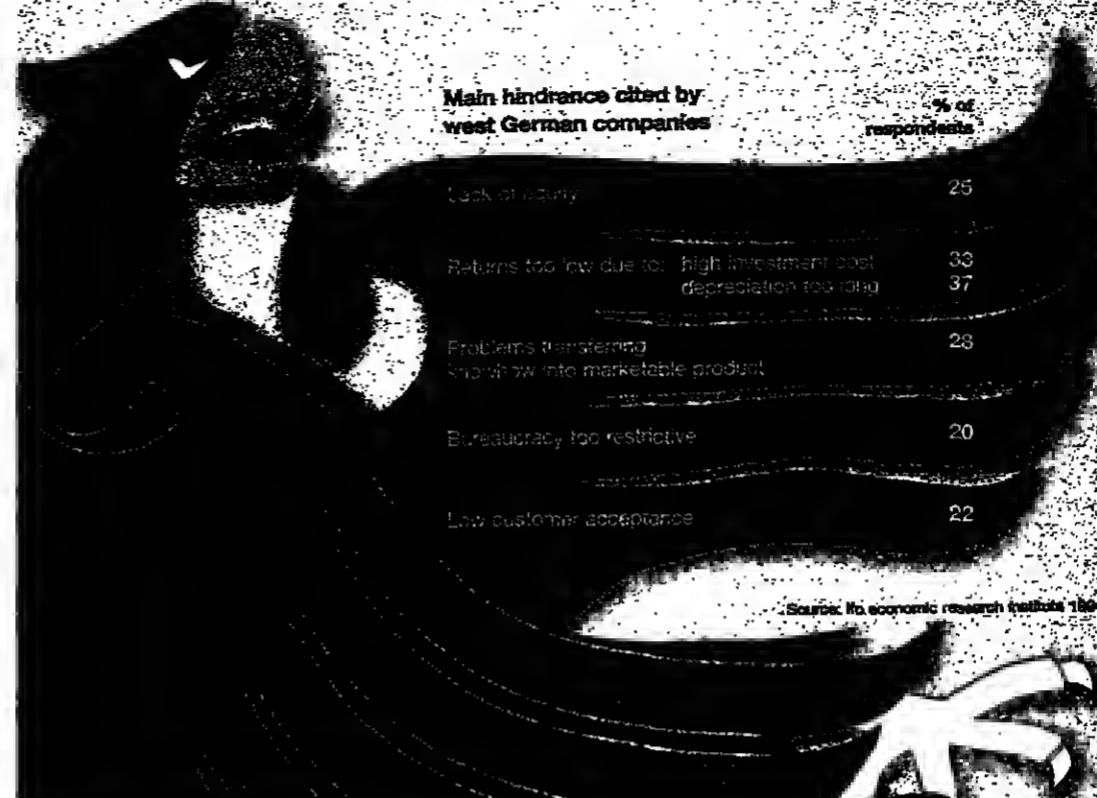
Other bankers agree. Ways of encouraging financing for start-up companies, innovation and development capital will be discussed on Wednesday at one of Mr Kohl's regular meetings with business union officials and ministers. "This shows how seriously the subject is regarded," says Mr Carl-Ludwig von Boehm-Bezing, a director of Deutsche Bank.

Even if the government did all that bankers, businessmen and economists desire, namely cut corporation and other taxes (which take more than 60 per cent of profits) and provide incentives to equity investment, the problem would remain tough. Efforts need to be directed in three ways:

● Bringing the Mittelstand up to date, improving its low equity base - equity averages only 17.5 per cent of capital in German industry - and improving processes for expansion. Mittelstand companies - generally with up to 500 employees and sales rising to DM100m (£50m) - account for half of German industrial turnover and two-thirds of jobs.

● Generating more venture capital for technologically advanced new

Stumbling blocks to innovation



Source: Ifo economic research Institute

time closer to foreign markets at a time of increasing globalisation of business, says Ms Hummel.

"Only a very small part of this trend is due to cost pressures," she says. Since 1990, notes Mr Boehm-Bezing, German companies have invested an average of DM25m a year outside their own country, with only DM60m flowing in from foreign investors. But Ms Hummel still thinks it vital that the German cost burden be reduced.

Moreover, says Ms Barbara Böttcher, an economist at Deutsche Bank Research, Mittelstand companies cannot escape German costs so easily by moving abroad, although they can shift some production to cheaper countries, especially in eastern Europe. They also benefit less than big companies from state-funded research and development.

Mrs Böttcher feels Germany is heading for an industrial crisis unless innovation and job creation are encouraged. "The German economy has remained at a high level, but competition has increased."

The Mittelstand itself is not without fault. If German investors are reluctant to buy shares, many companies are unwilling to accept equity stakes because of the loss of independence. "Lots of Mittelstand companies don't want to reveal their plans and strategy," says Mr Wolfgang Bässermann, head executive at Bayerische Vereinsbank.

There are financial constraints too. "I see companies wanting to expand, but every new step means more tax," says Mr Frank Stängenberg-Haverkamp, head of corporate finance at IKB Deutsche Industriebank, which specialises in Mittelstand financing. "That's one reason there are relatively few initial public offerings in Germany."

A more fluid pension system, with less reliance on the state and more on private provision, would also help develop the German financial scene. Pension funds on Anglo-Saxon lines would channel a high volume of funds into equities and thus bolster securities markets and help finance small companies.

Such developments are some way off. With all the problems facing companies, says Mr Stängenberg-Haverkamp, "it's astonishing there is still a readiness to innovate, there are relatively few initial public offerings in Germany."

The drive to set up a European version (Easdaq) of the US Nasdaq securities market to improve exit possibilities for investors in small, technologically oriented companies is generally supported in Germany, although some bankers are sceptical about whether it will meet domestic needs.

Whatever improvements are made, Germany's small and medium-sized companies cannot make up for all the jobs lost at bigger companies. The main reason these concerns go outside Germany is to

problem. "If the father is 60 and the son around 30, the son has seen what it is like for 25 years. His mother has had hardly any time for him and his father works all through the weekend. The son may also be a Meister (master craftsman), but he doesn't want to work 60 hours a week in his own firm."

It is not just the long hours that deter. High taxes, financing problems and an unwieldy bureaucracy do not make life easy either.

Reluctant master craftsmen

chamber) of Munich and Upper Bavaria. It found that 47 per cent of company owners did not expect to be able to hand over to an heir.

The main reason given by the younger generation for staying away from business responsibility was the fact that their education had given them other interests. The

next most common argument was an unwillingness to become self-employed.

Of the companies with no handover possibilities, about half will close, says Mr Lothar Semper, the Handwerkskammer's general manager. Since enough businesses are being started to make up the deficit,

the problem is not desperate. But as Mr Kohl pointed out, it shows the extent to which Germans bad become security-conscious rather than risk-minded: "Our society must put a greater value on independence."

Mr Walter Weisz, a consultant to family craft firms, understands the

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Software's only route if users are to benefit

From Mr Malcolm Lewis-Jones.

Sir, I was very interested to read your leader regarding computer software ("No revolution for software", November 29) and, specifically, your comments on Sun Java. As you say, such universal compatibility is nothing new. As you also say, economics wins over technology and if universal compatibility was what the market wanted, that is what the market would get.

This rather sterile debate is mistaking form for function. The

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Peter Verstage,
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following a diesel when overtaking or climbing a hill will confirm.

And why does he single out delivery vans while seemingly absolving diesel cars when they are often fitted with identical engines?

Diesel smoke is at the very least objectionable, and particulates are increasingly under suspicion as being harmful to health, a fact

not mentioned in the article. Stewart Marshall has long held a prejudice in favour of diesels. He should present a more balanced view.

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Steve Jobs, the co-founder of Apple Computer and the Silicon Valley wunderkind of the 1970s, this week pulled off one of the most remarkable comebacks seen in an industry notorious for sudden changes in fortune.

He left Apple in 1985 after a rancorous falling-out with John Sculley, the former PepsiCo executive he had hired to bring professional management to the company. Ever since, he has struggled to find a new role in the high-tech industry.

But on Thursday he became the first billionaire of the 1990s in "Silicon Valley" with the spectacular stock market debut of Pixar Animation Studios, his computer animation company which combines computer technology and Hollywood talent. Pixar has captured the imaginations of investors after the success of *Toy Story*. Disney's new hit produced by Pixar and the first feature film created entirely by computer animation.

From an offer price of \$22 (£14.47) the new stock jumped to \$47 on Wednesday, its first day of trading, settling back to \$41 in early trading yesterday. The sale netted about \$234m for Pixar and put the value of Jobs' remaining 80 per cent stake in the company at almost \$1.2bn.

Man in the News · Steve Jobs

Patience of Jobs pays off

Apple's co-founder has made a remarkable comeback, says Louise Kehoe

This is a far cry from his life immediately after leaving Apple. A previous project - Next Computer - failed to live up to its promise of becoming a new PC powerhouse to challenge both Apple and IBM. He was forced to close its computer manufacturing operations and concentrate on software development.

However, with what now seems inspired prescience, he acquired Pixar in 1986 for about \$10m. He bought it from Filmworks, the company formed by George Lucas, the film-maker, which had pioneered the use of computers to create special effects for films such as *Star Wars*.

Since then he has invested an additional \$50m or so in Pixar as it moved from aspirations to create high-powered graphics workstations to its new focus on film-making.

Pixar got its big break in 1991 when it won a contract from Disney to produce three feature films. Jobs gradually began playing an active role in the management of Pixar hav-

ing at first insisted that he would be a "hands-off" investor.

Critics say pointedly that his new-found wealth comes from the business in which he has had least involvement. But Jobs says he "brought into" Pixar's dream of creating computer animated films "both spiritually and financially" almost 10 years ago.

"I believed that computer graphics were going to be very important in the future and I saw the potential of what was happening at Pixar," he says. Indeed, Pixar's emergence as a leader in computer animation points to his real strength: the vision to recognise early the business potential of new technologies and bring them to market ahead of the pack.

It was this that led him in his early 20s to pioneer the personal computer market by producing one of the first commercial models. Later, the Apple Macintosh led the PC industry in the development of graphical user interfaces.

with point-and-click icons which most people found much easier to use than the cryptic commands of MS-DOS, Microsoft's operating system.

"The fact that he's defied history, allowing lightning to strike twice - first with Apple and now at Pixar - really solidifies our view of him as a visionary," said Tim Bajarin, president of Creative Strategies Consulting.

Now 40 and a little taller and thinner than ever, when he launched the Macintosh computer in 1984, Jobs is no longer putting all his eggs in one basket. He is splitting his time between Pixar and Next, where he recently launched a new software product that makes it easier to create interactive sites on the Internet, the global network of computers.

The Internet "is the most exciting thing happening in computers today," he says. "It marks the progression of the computer from a computational device to a communications device." Also, he adds,

it is very exciting because Microsoft doesn't own it.

In that latter comment lies a hint of the Steve Jobs of old.

While at Apple he would rant against the hegemony of IBM, warning that it would stifle innovation. Today, his *bête noire* is Microsoft, but the sentiments are unchanged.

In his quest to counter Microsoft's dominant role in the software industry, Jobs finds common ground with long-time friend Steve Ellison, Pixar's co-founder and chief executive.

Ellison, the world's second largest software company, Oracle and Next both have their headquarters at Redwood Shores, south of San Francisco, and the gossip in Silicon Valley is that recent talks between the two industry executives have gone beyond social chitchat.

Jobs is said to be advising Ellison as he puts together plans to launch a \$500 network computer for low-cost access to the Internet. The plan is believed to involve Apple Computer software, which Oracle

is seeking to license. Last year Ellison explored the possibility of acquiring Apple, an idea that was perhaps also inspired by his friend Jobs.

Jobs is reticent in discussing his role. "Apart from giving him the basic idea [for a low-cost network computer] I haven't really been involved," he says. He insists that his departure from Apple is "ancient history" and "water under the bridge".

But Jobs has also said recently he has a plan to "fix Apple", leading to speculation that he might once again play a role in the future of the company he founded.

"Don't hold your breath," says Jobs. "I love Apple and I'd like to help them in any way I could, but Mike Spindler [Apple chief executive] doesn't even return my phone calls, so I have nothing to do."

While the staying power of his ventures has yet to be proved, both Pixar and Next are expected to face tough competition. Jobs' determination to be more than a Silicon Valley legend is clear.

"We have a dream to build Pixar into the second great animation studio after Disney and that is going to take a lot of energy. Anything left over from that, Next will consume - so I have my work cut out for me over the next few years."



Surprise success story: Keith McCullagh (left) and James Noble

A healthy assets mix

Daniel Green on a British biotech group which is blazing a trail with a new cancer drug

Mr Keith McCullagh had a 25th birthday present on Thursday. That was the increase in value of his 1% per cent stake in British Biotech - he is chief executive - when the share price rose 50 per cent in response to test results from a new cancer drug.

There were celebrations, too, among the 350 employees of the Oxford-based company, the UK's biggest in biotechnology. Fifteen are now paper millionaires.

In a clinical trial, more than half the 91 patients receiving the drug marimastat had responded well, with one third seeing a reduction or a stabilisation in tumour size. The patients were suffering from one of four cancers: ovarian, pancreatic, colorectal or prostate. Unlike many cancer drugs, marimastat appears to have only modest side-effects.

The company, although pleased with the results so far, warned that at least two years of clinical tests and regulatory scrutiny remain before a product can be launched.

That did not stop analysts forecasting sales of \$1bn a year if the drug makes it to the market. The shares closed last night at \$1.675p - up from 997p a week earlier - valuing the company at £811m (£1.2bn).

Mr McCullagh, who trained as a vet and once did research into heart disease in African elephants, believes he is now well on the way to fulfilling his dream of creating a new pharmaceuticals company from scratch.

He was head of research in the UK for GD Searle, a US drug company, when it was bought by Monsanto in the US in 1988. His UK research operation was closed.

Inspired by US biotechnology companies, Mr McCullagh and Mr Brian Richards, his boss at Searle, raised £2.5m from venture capitalists to start a new company. They picked a dozen scientists from Searle UK, and brought over Mr McCullagh's pet research programme on enzymes that break down the links between body cells.

Using a mixture of genetic engineering and traditional trial and error, British Biotech's scientists searched for drugs to inhibit these enzymes, called matrix metalloproteinases (MMPs), and for diseases to which they could be applied.

War of words in the reform club

Protests are growing over Russia's privatisation programme. Chrystia Freeland explains why

In the often savage world of Russian business, bodyguards are more ubiquitous than secretaries and gangland-style assassinations have become almost commonplace.

But even Moscow's most hard-hitten business leaders have been shocked by the war of words that has broken out among four leading banks over the government's privatisation programme. A troika of banks - Inkombank, Alfa-bank and Rossitsky Kredit - attacked the programme and accused another bank, Menatep, of unfairly benefiting from it.

The banks' protests have been taken up by communist and national politicians keen to exploit public fears over privatisation in the campaign for the parliamentary elections on December 17. Reformers and businessmen fear that the row could undermine support for further moves towards a market economy.

"This controversy has given the communists a card with which to turn things back," says Mr Mikhail Khodorkovsky, president of Menatep bank. "It means that when a new group of politicians comes to power, instead of continuing to divide the state property which remains, a redivision of already privatised property might begin."

The row erupted this week, when the presidents of the three banks urged the government to halt the privatisation programme, which they described as "ill-prepared and questionably organised". They also accused Menatep of bidding more than it could afford and of failing to pay the government the money promised in past sales.

In this round, the Kremlin is trying

Mr Konstantin Kagalovsky, vice-president of Menatep, denied the accusations and launched a fierce counter-attack. He described the disgruntled threesome as "just a group of banks who fear that they will not win the privatisation auctions and so have decided to complain".

Another prominent Moscow financier, whose bank has not taken sides in the dispute, agreed that the three banks are hardly impartial observers. "This is a quarrel among thieves," he says. "If they could, Inkombank, Alfa and Rossitsky Kredit would be doing exactly what Menatep is doing."

Though he has no illusions about his colleagues' motives, the banker thinks they have a point. "It's true that all of us can be called thieves," he says, "but there's got to be a limit somewhere and this is highway robbery."

The broadside marks a new phase in Russia's four-year effort to move from central planning to a market economy. In the past, the struggle over the transformation of the economy has boiled down to a quarrel between reformers and communists. Now the reformers have come under fire from some of the most prominent members of the nation's new, capitalist elite.

One reason that even those who describe themselves as "thieves" have begun to question this year's sell-off is the enormous value of the companies on offer. As Mr Khodorkovsky of Menatep bank explains: "All the privatisation which took place before was just small change. What's happening now is privatisation of the real economic base of the country."

In this round, the Kremlin is trying

to sell off its stake in 20 of Russia's most prized companies and many other smaller enterprises. The offers include 5 per cent of the giant Lukoil concern, at a starting price of \$55m, and 51 per cent of Sintez, which controls massive oil and gas reserves in the Far East, for \$225m.

A second reason for the controversy over the present round of privatisation is its speed: the sale is to be completed before the end of the year. Government backers say the programme - which officials hope will raise Rbs6,700bn (£1.6bn) - is vital to this year's efforts to meet tight budget deficit targets which have helped rein in inflation and stabilise the ruble.

But the Byzantine nature of the deals has raised concerns that the process could become one big "insiders' game" with the banks ending up setting assets without paying the full

'All the privatisation which took place before was just small change. What's happening now is privatisation of the real economic base of the country,' says one banker

price for them. Some of the bids, for example, involve investors lending the government money in return for holding the shares in trust and selling them at a future date.

These worries have been fed by the results of some of the sales which have already taken place. Last month an outside bidder was kept out of the auction for a 40 per cent stake in Surgutneftegaz, one of Russia's largest oil companies, by strong-arm tactics riding high in the polls, there is a real possibility that the next government will be a "red-brown" coalition that would be tempted to challenge the property rights of the owners of privatised enterprises.

Most Russian observers are confident that the communists and their nationalist allies would not seek a return to an orthodox, centrally planned communist economy. But many of them worry that a communist-nationalist administration might act on its campaign promise to overturn a few of the privatisations which, in the public's perception, have been most corrupt.

When the Russian government launched its bold privatisation programme, it chose speed over justice on the grounds that only a swift transition to capitalism offered insurance against a return of the communists. Three years later, that decision is rightly credited with having created what is a functioning market economy - in spite of all its shortcomings.

"On the eve of elections the outgoing government is trying to sell quickly and cheaply state property that is worth billions of dollars," he said. "This must be stopped immediately."

"I think it is in the interests of the

state to stop making a fool of itself and cancel the operation. So Victor Stepanovich [Chernomyrdin, the prime minister], please stop this shameful thing."

Both Mr Fyodorov and the three banks say that if the privatisation round continues, its excesses will offer a perfect pretext for renationalising some enterprises to Russia. With communists and nationalist parties riding high in the polls, there is a real possibility that the next government will be a "red-brown" coalition that would be tempted to challenge the property rights of the owners of privatised enterprises.

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By taking the same approach today - just two weeks ahead of parliamentary elections likely to be dominated by the communists - the Kremlin risks undermining its proudest achievement.

Clinton's newfound shrewdness in foreign affairs has served him well in Ireland, writes Jurek Martin

Super solo without sax



Hand to hand: Bill Clinton greets people in Londonderry

There was just one brief moment in Belfast on Thursday evening tailor-made for the old, impulsive Bill Clinton. He was nearing the end of a day in which he had been mobbed by enthusiastic crowds in Londonderry and on the still mean but less dangerous streets of the capital.

The throng outside City Hall, waiting for him to turn on the Christmas tree lights, was the biggest of all and in buoyant mood, chanting "Bill, Bill, Bill". Van Morrison, Ulster's great rock'n'roller, had warmed them up with some vintage numbers among them *There'll Be Days Like This*, the anthem for the Troubles. The stage was literally littered with saxophones. Surely the president of the US, First Musician as well as First Galler, could not resist picking up his musical instrument of choice.

But he did not blow his horn, as he had in Prague, Hollywood and on late night TV at home. For this was a disciplined president determined to sound only one note - that peace had come to Ulster, and could make a permanent home there if what he called the "old habits" and "hard grudges" of violence were dead and buried.

Rarely has a presidential mission been executed with such care and precision. Ulster is a minefield of sensitivities, extending explosively to London and Dublin. Mr Clinton, in his most eschewed yet eloquent mode, stepped on none of them. Even his meetings with local politicians were carefully calibrated: Mr Gerry Adams, the head of Sinn Fein, Mr David Trimble, Ulster Unionist leader, and Rev Ian Paisley of the Democratic Unionist party each got 20 minutes with the president and his senior advisers.

The long-awaited public handshake with Mr Adams

was conducted on the Catholic Falls Road with such discretion, out of sight of the travelling press corps though not a Slim Fein camera, that unionists raised few objections. In any case, Mr Trimble was instantly rewarded with a trip in the president's limousine, as well as his later tête-à-tête. When the Clintons shopped briefly on the Protestant Shankill Road, they did so next to the fish shop where 10 people were blown up just over two years ago - and they bought, symbolically, oranges.

Mr Clinton appears to have favoured no faction in his meetings, nor did he seek to move forward the latest negotiating framework agreed earlier in the week by Mr John Major and Mr John Bruton, the British and Irish prime ministers. His constant companion at each session was former US senator Mr George Mitchell, head of the international panel that will look into the question of decommissioning weapons in the Irish conflict.

Rev Paisley predictably complained that the president was not "well briefed" on the loyalist viewpoint. The White House thinks he has been marginalised by the peace process and political developments in Ulster, but was only too happy to offer him the compliment of the private session with the president. By his own incendiary rhetorical standards, Dr Paisley was relatively sweetness afterwards, naturally promising to fight a united Ireland but stating: "I will erect no barriers to a true peace."

Moreover, Mr Clinton's praise for Mr Adams as a peacemaker implied no approval of the IRA. The president shrewdly put him in the same public league as Mr Gary McMichael and Mr David Ervine, both connected to Protestant paramilitaries, complimenting all for taking "the guns from the streets". He drove that home by declaring to "the men of violence" that "your time is over", a deliberate

play on the old IRA motto "the time has come". All this, together with an equally impressive affirmation on Wednesday of strong US relations with Britain, bespeaks a carefully planned trip - remarkable given the

competing policy demands of the budget battle in Washington and the Bosnian peace agreement. For that, much credit is due to Mr Nancy Soderberg, the tough national security council deputy.

Ms Soderberg, who said that the atmosphere in Ulster on Thursday had made her feel "tired" with emotion, is suspected of nationalist sympathies, the result of her long employment by Senator Edward Kennedy of Massachusetts. But she knows her Ireland and her ethnic politics and, in this case, received professional assistance from the US embassies in London and Dublin and from Ms Kathleen Stephens, formerly UK desk officer at the state department and now the energetic US consul general in Belfast.

But Mr Clinton's own imprint on the mission was also evident. Some close watchers of the president think he is now much driven by what he sees as the warrior-turned-peacemaker legacy of Mr Yitzhak Rabin. Certainly there has been a consistency in his message to the factions in Bosnia and Ireland in the weeks since the Israeli prime minister was assassinated: that durable peace can never be externally imposed but only mutually agreed by those on the ground ready and willing to make it. All the US can really do is help make it work.

It is also a message which, if accompanied by results, does resonate politically back home. The qualified support for a US military presence in Bosnia offered this week by Senator Bob Dole, the majority leader and Mr Clinton's probable opponent in next year's presidential election, reflects this. And the same premise

that long shout of "Never" at the Mackie engineering plant in Belfast to his assertion that those who renounce violence have a stake in the future was the exception not the rule. As the president put it: "I often think the people are way ahead of their political leaders in wanting peace."

One Belfast resident, who admitted sympathy for Protestant paramilitaries, said: "I come from a hard part of town. But Clinton's given us some movement. That's better than before." Perhaps

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• Money Market • Bank Accounts

The Financial Times plans to publish a Survey on

This survey which was scheduled to appear on 24 November will now be published on

Decem

December 12 1995

MANAGEMENT SERVICES

	Rating	Income	+/-	Yield	
	Price	Price		Rate	
Capital Trust Financial Management					
8-10 Stock St, Colmore, City, Birmingham, B1 2TC 08500					
Investment Portfolio	223.7	223.5	+0.1		
Executive Pension	191.8	201.8	-0.4		
Managed Growth	136.5	137.8	+0.4		
DBS Financial Management PLC					
10 Grosvenor House, 10th Fl, 10 Grosvenor Place, London, SW1X 7AU 01484 422224					
The Personal Portfolio (Series 2)					
Adventures	107.8	112.5	+0.7		
Balanced	105.4	118.2	+0.7		
Conserv	104.5	118.8	+0.5		
Deputy	101.7	107.0	+0.1		
Emerging Markets	97.8	103.8	+0.6		
Family Income	107.1	112.2	+0.5		
Fairhaven Trust Plc					
Fairhaven House, Leamington, CV22 7AY 01372 307000					
Secure	130.00	136.00	+0.5		
Growth	135.00	147.20	+0.2		
Penrose Secure	121.80	127.00	+0.2		
Penrose Growth	136.50	142.40	+0.2		
Penrose Income	138.50	145.20	+0.2		
Foster & Brashears Ltd					
3 London Wall, Bishopsgate, London, EC2M 5BB 0171 508 6111					
Managed Pension	79.7	79.7			
Managed Int'l Pension	86.1	86.1			
Hansardstar Financial Services(Pty) Ltd					
405 2nd Fl, 10 St Georges, Cape Town, 8001 0112 9229677					
Recommended Photo	144.8	145.5	+0.5		
Recommended Photo Acc	180.0	183.0	+0.3		
Series Equity Fund	149.5	149.5	+0.2		
Private Portfolio	157.8	166.2	+4.2		
International Service Group Ltd					
8a Arco House, 27300 Cascais, Portugal, 3511 498 9607					
Private Managed Portfolio	180.2	188.0	+0.3		
Johnson Fry Asset Managers Plc					
20 Regent Street, London, SW1Y 4BT 0171 400 5088					
PFM Multi Fund	284.7	287.7	+0.3		
PF Professional Grade Fund	380.0	380.0			
PF Major WPF	227.4	236.8	+0.5		
Maccartney & Davies Invest Mngt Plc					
40 Colmore Grove, 10th Fl, Birmingham, B3 2SD 01277 374000					
Maccartney Fund	169.1	170.6	+0.1		
Maccartney Fund Acc	170.1	170.6	+0.1		
Maccartney Fund PMS	174.6	183.3	+0.8		
Worldwide Inc PMS	132.70	132.70	+0.1		
Pensions					
Managed Fund (S3)	290.7	300.0	+1.0		
Retired Status (S3)	193.0	190.0	-1.0		
Retirement Funds					
Universal Fund	157.8	157.8		0.0	
Marsden Financial Management PLC					
4-14 Mount Street, London, W1 1BB 01802 515616					
Managed Pension Portfolio	138.3	142.1	+0.4		
Globe Life Plus Pensions	128.3	142.3	+0.4		
Managed Pension Fund	87.5	92.2	+0.5		
Slater & Frieslander Portfolio Management Ltd					
21 New Street, EC2R 9AF 0171 932 0700					
PF Global Inc & Gds	161.0	160.5	-0.3		
PF Frieslander Portfolio	162.2	159.8	-0.3		
PF Frieslander Portfolio	150.3	143.7	-0.1		
PF British Portfolio	147.0	150.5	+0.3		
PF Frieslander Portfolio	150.7	150.5	-0.2		
PF Income Distribution	107.7	102.5	-1.2		
PF Frieslander	148.0	154.3	+1.1		
PF Haven Portfolio	167.8	171.1	+0.1		
PF Haven Investment Trust	159.7	164.6	+0.1		
PF Haven Fund	170.2	172.4	+0.1		
PF Atlantic (S3)	170.2	172.4	+0.1		
PF All Officers Portfolio	171.7	174.7	+0.3		
PF Henderson No 3	155.3	157.4	+0.2		
PF M&G	178.7	187.7	+0.8		
PF M&G Income	90.0	94.0	+0.5		
PF M&G Pensions Fund	178.0	172.5	-0.4		
PF M&G Pensions Fund	171.5	172.5	+0.1		
PF RL Global Fund & Gds	151.46	154.06	+0.2		
PF RL Secure Inc & Gds	151.343	154.3	+0.3		
Charles Stanley & Co Ltd					
25 Little Stret, London, EC2A 4AR 0171 730 8200					
CD Stanley RL Fund	156.0	156.0	+0.201		
J. D. Ward Financial Services Ltd					
75 Little Stret, London, EC2A 7Dn 0171 776 4057					
JD. Ward Mngt Fund	178.6	181.1	+0.3		
JD. Ward Pensions Fund	350.0	370.0	+2.0		
PEP Fund	157.7	157.7			
PEP Fund Pensions Fund	202.6	201.1	-0.1		
Eastern Equities Pension	165.7	173.1	+0.3		
CAF Money Management Co Ltd					
All Parkway Road, London, NW3 2LD 01732 770114					
CAF Cash Deposit Fund	5.05	5.05			
Deposits Due £1 million	5.05	5.05			
Deposits Due £2 million	5.05	5.05			
The CCAF Cashplus Deposit Fund					
2 Fins Street, London, EC2Y 5AD 0171 388 1916					
Deposits	1.830	1.945	+1.000		
Cost, Ed, of Fins, of Church of England					
2 Fins Street, London, EC2Y 5AD 0171 388 1216					
Deposits	1.830	1.840	+0.010		
Dawsonham Trust Plc-Dawsonham 500 Acc					
6 St John St, Manchester M3 4DU 0161 332 8434					
Investment Portfolio	170,000	170,000			
1 Yrs 100% - 1 Year	8.75	5.000	-5.75	1.000	1.000
100,000 + Fund Rate 8.75%	7.00	5.25	0.75	0.75	0.75
Fidelity Money Market Account					
Fidelity Brokerage Services, Kingsway Plaza, 10000 Kingsway, London, NW1 0BB					
£1,000.00	1,000.00	1,000.00		1.000	1.000
£1,000.00 - 1 Year	8.75	3.750	3.00	0.00	0.00
£1,000.00 - 24 Month	8.75	4.125	3.61	0.00	0.00
£1,000.00 - 36 Month	8.75	4.500	3.14	0.00	0.00
£1,000.00 - 48 Month	8.75	4.650	3.35	0.00	0.00
£1,000.00 - Money Market Fund as required					
Hallifax Trust Sec Asset Reserve Change Acc					
3 Trinity Royal, 3rd Fl, 300 St. Pauls, London, EC4M 8RD 0141 3333333					
Rating for personal customers					
£50,000 minimum	8.75	3.00	2.25	0.00	0.00
£100,000 to £140,000	8.75	3.53	2.81	0.00	0.00
£140,000 to £24,000	8.75	3.53	3.61	0.00	0.00
£24,000 to £36,000	8.75	3.53	3.48	0.00	0.00
£36,000 to £48,000	8.75	3.53	3.50	0.00	0.00
£48,000 and above	8.75	3.53	3.54	0.00	0.00
Julian Hodge Asset Ltd					
10 Worcester Place, Central, C1V 3EP 0171 3333333					
2 8th Floor New Oxford Acc	8.75	3.05	2.66	0.00	0.00
3 8th Floor New Oxford Acc	8.75	3.05	2.66	0.00	0.00
4 8th Floor New Oxford Acc	8.75	3.05	2.66	0.00	0.00
Leopold Joseph & Sons Limited					
26 Grosvenor Street, London, WC1V 7EA 0171 508 2323					
Treasury High Interest Charge Account					
£25 100,000 - 100,000	8.75	4.00	3.000	0.00	0.00
£100,000 plus	8.75	4.00	4.000	0.00	0.00
Lloyds Bank - Investment Accounts					
79 London Wall, London, EC2M 5DG 0171 643 5177					
£100,000 plus above	8.75	3.00	4.43	5.00	1.000
£100,000 -	8.75	3.00	4.25	5.00	1.000
£25,000 -	8.75	3.00	4.00	5.00	1.000
£50,000 -	8.75	3.00	3.75	5.00	1.000
£75,000 -	8.75	3.00	3.50	5.00	1.000
Midland Bank plc					
PD Box 2, Stamford, L, 0171 763 6430					
Managed Fund Acc	8.75	3.00	4.25	5.00	1.000
£10,000 -	8.75	3.00	3.75	5.00	1.000
£25,000 -	8.75	3.00	3.50	5.00	1.000
£50,000 -	8.75	3.00	3.25	5.00	1.000
£75,000 -	8.75	3.00	3.00	5.00	1.000
Midwestwide Bank Sec - Birminghamwest					
Birmingham High Interest Charge Account					
Peel Way, Smethwick, B66 2LP 0800 355600					
£100,000 -	8.75	3.00	3.75	3.00	0.000
£250,000 -	8.75	3.00	3.50	3.00	0.000
£500,000 -	8.75	3.00	3.25	3.00	0.000
£1,000,000 - £24,000	8.75	3.00	3.00	3.00	0.000
£25,000 - £49,000	8.75	3.00	2.75	3.00	0.000
£50,000 - £99,000	8.75	3.00	2.50	3.00	0.000
£100,000 - £199,000	8.75	3.00	2.25	3.00	0.000
£200,000 - £39,000	8.75	3.00	2.00	3.00	0.000
Portman Building Society Pensions Change Acc					
Portman House, Bowes, B6 5EP 0800 3556003					
PFM Fund	8.75	3.00	3.75	3.00	0.000
PFM Fund 1 Year	8.75	3.00	3.50	3.00	0.000
PFM Fund 2 Year	8.75	3.00	3.25	3.00	0.000
PFM Fund 3 Year	8.75	3.00	3.00	3.00	0.000
PFM Fund 4 Year	8.75	3.00	2.75	3.00	0.000
PFM Fund 5 Year	8.75	3.00	2.50	3.00	0.000
PFM Fund 6 Year	8.75	3.00	2.25	3.00	0.000
PFM Fund 7 Year	8.75	3.00	2.00	3.00	0.000
PFM Fund 8 Year	8.75	3.00	1.75	3.00	0.000
PFM Fund 9 Year	8.75	3.00	1.50	3.00	0.000
PFM Fund 10 Year	8.75	3.00	1.25	3.00	0.000
Rayed Bank of Scotland plc Pensions Acc					
42 St Andrews Sq, Edinburgh, EH2 2YE 0131 523 6302					
£50,000 -	8.75	3.00	3.75	3.00	0.000
£100,000 - £48,000	8.75	3.00	3.50	3.00	0.000
£100,000 - £74,000	8.75	3.00	3.25	3.00	0.000
£100,000 - £99,000	8.75	3.00	3.00	3.00	0.000
£100,000 - £199,000	8.75	3.00	2.75	3.00	0.000
£100,000 - £39,000	8.75	3.00	2.50	3.00	0.000
£100,000 - £59,000	8.75	3.00	2.25	3.00	0.000
£100,000 - £79,000	8.75	3.00	2.00	3.00	0.000
£100,000 - £99,000	8.75	3.00	1.75	3.00	0.000
£100,000 - £199,000	8.75	3.00	1.50	3.00	0.000
£100,000 - £39,000	8.75	3.00	1.25	3.00	0.000
£100,000 - £59,000	8.75	3.00	1.00	3.00	0.000
£100,000 - £79,000	8.75	3.00	0.75	3.00	0.000
Sav & Pomeroy/Robert Fleming					
16-22 Western Rd, Ruislip, M11 2LB 0800 3552024					
Client Account	8.75	3.00	3.75	3.00	0.000
TESSA Fund 1 Year	8.75	3.00	3.50	3.00	0.000
TESSA Fund 2 Year	8.75	3.00	3.25	3.00	0.000
TESSA Fund 3 Year	8.75	3.00	3.00	3.00	0.000
TESSA Fund 4 Year	8.75	3.00	2.75	3.00	0.000
TESSA Fund 5 Year	8.75	3.00	2.50	3.00	0.000
TESSA Fund 6 Year	8.75	3.00	2.25	3.00	0.000
TESSA Fund 7 Year	8.75	3.00	2.00	3.00	0.000
TESSA Fund 8 Year	8.75	3.00	1.75	3.00	0.000
TESSA Fund 9 Year	8.75	3.00	1.50	3.00	0.000
TESSA Fund 10 Year	8.75	3.00	1.25	3.00	0.000
J. Henry Schroder & Co Ltd					
178 Chancery Lane, London, EC2A 1AZ 0171 352 3201					
Special Acc	8.75	4.00	4.25	4.00	0.000
£10,000 and above	8.75	4.00	4.25	4.00	0.000
United Dominions Trust Ltd					
PO Box 102, Herne, EM1 0DZ 0131 347 2438					
Capital Fund Change Acc	£1,000.00	1.000	1.25	1.000	0.000
United Trust Bank Ltd					
1 Green Continental Pl, London, W1H 7PL 0171 256 0994					
£10,000 - 50,000	8.75	3.00	3.75	3.00	0.000
£10,000 - 100,000	8.75	3.00	3.50	3.00	0.000
£10,000 - 200,000	8.75	3.00	3.25	3.00	0.000
£10,000 - 300,000	8.75	3.00	3.00	3.00	0.000
£10,000 - 400,000	8.75	3.00	2.75	3.00	0.000
£10,000 - 500,000	8.75	3.00	2.50	3.00	0.000
£10,000 - 600,000	8.75	3.00	2.25	3.00	0.000
£10,000 - 700,000	8.75	3.00	2.00	3.00	0.000
£10,000 - 800,000	8.75	3.00	1.75	3.00	0.000
£10,000 - 900,000	8.75	3.00	1.50	3.00	0.000
£10,000 - 1,000,000	8.75	3.00	1.25	3.00	0.000
£10,000 - 1,100,000	8.75	3.00	1.00	3.00	0.000
£10,000 - 1,200,000	8.75	3.00	0.75	3.00	0.000
£10,00					

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OFFSHORE INSURANCES

WORLD STOCK MARKETS

AMERICA

Blue chips gain ground as bonds soar

Wall Street

US prices were mixed in morning trading as technology shares gave up some ground, while blue chip issues rose along with a strong bond market, writes Lisa Branstetter in New York.

At 1 pm the Dow Jones Industrial Average was up 23.18 at 5,102.67. The Standard & Poor's 500 was 2.35 stronger at 607.72, while the American Stock Exchange composite fell 0.36 at 537.01. Volume on the NYSE came to 23m shares.

Bond prices rallied for the third consecutive session after figures from the National Association of Purchasing Management were weaker than expected. The NAPM's index of business activity slipped to 46.5

per cent in November from 46.8 per cent in October; most economists had expected a modest increase.

A reading below 50 per cent is generally considered a sign of contraction in the manufacturing sector. Both the stock and bond markets moved higher as investors began to speculate that the Federal Reserve might lower interest rates.

Mr David Bloom of James Capel said weakness in the manufacturing sector "put a rate cut firmly in the cards" and added that a weak employment report next week should spur the Fed to even with a budget deal.

The benchmark 30-year treasury rose more than a quarter of a point, sending the yield to 6.104 in early trading.

Meanwhile, technology

shares slipped on renewed worries about semiconductor makers. The Nasdaq composite, which is weighted toward the high-tech sector, slipped 1.74 at 1,657.46 and the Pacific Stock Exchange lost 0.8 per cent in early trading.

A report in yesterday's Washington Post suggested that Fidelity Magellan, the largest mutual fund in the US had been selling shares in several chip companies.

Micron Technology, which had added more than \$5 this week, sank \$1.15 at \$33.14. Texas Instruments was \$1.05 lower at \$66 and Motorola shed \$1 at \$56.

Elsewhere, Magna Copper added 85¢ or 30 per cent as it sent out news that it would be purchased by BHP of Australia to create the world's second largest copper producer.

Toronto, weakened again by golds, metals and minerals, saw the TSE 200 Composite ease 2.68 at 4,660.55 by noon. Traders also said that Canadian bonds had weakened in early trading, and that foreign investors were staying out of the market.

Hudson's Bay, the retailer, fell into new low ground after Thursday's report that third quarter profits were sharply

lower, due to unseasonably warm weather and intense price competition. The shares fell 6.5¢ to \$34.74.

If agreed, Sara Lee would regain majority control of JP Foodservice, the new name for a business spun off by Sara Lee in 1989.

Canada

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lower, due to unseasonably warm weather and intense price competition. The shares fell 6.5¢ to \$34.74.

Latin America

MEXICO CITY recovered an initial loss on arbitrage operations following early weakness in the peso. By mid-session the IPC index was up 33.96 or 1.3 per cent at 2,722.98, having hit a morning low of 2,674.72.

SAO PAULO was up slightly in early afternoon trade, having earlier fallen 1.2 per cent as profits were taken. The Bovespa index was up 141.97 at 43,928 in low turnover of R\$132.5m (\$137.2m).

Unibanco preferred, which remained trading, rose 17.1 per cent, while the common stock jumped 38.3 per cent.

Beset by political and currency uncertainties

Tom Burns ponders the volatile Madrid market

Most foreign funds opted to underweight Spain during 1994 and only a few have begun to come back into Madrid's Bolsa in the past weeks. At a time when local analysts are arguing the pros and cons of taking positions for 1995, the jury is out on whether to return.

Taking stock of 1995 - in which the Bolsa's general index first broke through its 300 barrier, fell back sharply and finally recovered the lost ground to lift the index by some 10 per cent - has involved factoring political and currency uncertainties into an environment of economic recovery, gradually falling inflation and high interest rates. The same considerations apply to any forward thinking about Spanish equities.

The political issue is focused wholly on the general elections which will take place in March next year. Opinion polls increasingly suggest that the centre-right Popular Party will defeat the socialists, who have governed since 1982 but there is nowhere near any such certainty over the chances of a straight majority win.

Investors, first, have to weigh up the possibility of such an electoral result. FG, the big Madrid securities house, which says that it has analysed voting patterns in depth, puts the chances of the Popular Party gaining a good working majority at 60 per cent.

That, however, is only the first step in fine tuning the political factor. The next question is whether the Popular Party will make use of such a result to deliver strong government, which is always a euphemism for taking unpopular decisions.

Will it, for a start, take meaningful steps towards reducing the deficit by overhauling the public sector and social spending? The difficulties encountered by the centre-right government in neighbouring France might well prompt would-be radical reformers among the Spanish conservatives to think again.

Political uncertainties have

dogged the Spanish markets this year and until the issue is resolved it is far to assume that they will continue to deliver an undervalued Bolsa, in which the foreigners remain overweight.

Most analysts believe however that the effect of currency speculation will be transitory and they are almost certainly right in thinking so. The peseta is now stable again and back at its correct, fundamentally-based, exchange rate of Pt15.85 to the D-Mark.

There is nothing terribly wrong with the fundamentals. Spain's GDP will have grown by a robust 3.1 per cent by the end of this year, up on initial forecasts, and the expectation is that there will be more of the same in 1996.

Industries are on the wane. Santander Investment, the securities arm of the leading domestic banking group, asserts that Spain is on the brink of a phase of non-inflationary growth which has not been experienced by the country since the late 1980s.

The economy has finally digested the impact of sharp value added tax increases at the beginning of the year which pushed up the consumer price index by anything between 0.5 per cent to 1 per cent. Headline inflation is thus likely to stand at 4.4 per cent December to December but it will then come down fast.

At this stage Spain remains as vulnerable as ever to accusations that it stands little or no chance of meeting the Maastricht convergence criteria. Having slumped the consolidated public deficit down modestly from 6.7 per cent of GDP last year to an expected 5.9 per cent at the end of this year, the government faces the awesome task of whittling it down by 4.4 per cent next year if it is to remain on the Maastricht track.

The fact that the socialist government failed to get its 1996 draft budget approved and that there is unlikely to be any clear budgetary signal until next summer, at the earliest, when the new government gets down to business, cannot inspire any confidence. The million dollar question is whether this drop will be enough to spur the Bank of Spain into changing its tactics and begin to lower its benchmark interest rate. FG, which presented its 1996 projections this week in Madrid, said the Bank of Spain would stay put. It also outlined its investor strategy for the coming year, believes, in contrast, that there could be a relaxation.

EUROPE

Frankfurt, Zurich higher as Paris slips again

FT-SE Actuaries Share Indices

Dec 1	Index changes	THE EUROPEAN SERIES									
		Open	10.30	11.00	12.00	13.00	14.00	15.00	16.00	17.00	18.00
FT-SE Eurostat 100	1459.54	1458.97	1458.47	1458.47	1457.71	1456.72	1457.07	1457.06	1457.06	1457.06	1457.06
FT-SE Eurostat 200	1554.29	1554.02	1553.51	1553.51	1553.11	1552.51	1552.51	1552.51	1552.51	1552.51	1552.51
Dec 100	1459.00	1458.77	1458.20	1458.20	1457.55	1456.71	1456.71	1456.71	1456.71	1456.71	1456.71
Nov 29	1454.02	1453.78	1453.20	1453.20	1452.55	1452.01	1452.01	1452.01	1452.01	1452.01	1452.01
FT-SE Eurostat 2000	1552.19	1552.08	1552.03	1552.03	1551.61	1551.51	1551.51	1551.51	1551.51	1551.51	1551.51
Dec 1000	1459.00	1458.77	1458.20	1458.20	1457.55	1456.71	1456.71	1456.71	1456.71	1456.71	1456.71

Royal Dutch put on F11.0 to

F120.40, while Wintershaupter also said that King Fahd of Saudi Arabia had died.

Nedlloyd remained on the downside, losing F1.50 to F10.10, while Wolters Kluwer attracted support, up F12.00 to F128.50, and Renault shed F15.00 to F121.80.

Paribas lost F17.0 to F172.10 on speculation that a senior manager might be questioned by magistrates. SocGen was one of the few bright spots, up F11.60 at F175.60 as it denied that it was bidding for a banking unit of Ghan, the insurer, up F12.50 at F175.00.

AMSTERDAM dipped slightly by the close as some profits were taken after Thursday's record close. The AEX index lost 0.24 to 477.77, or 2 per cent advance on the week.

There were some notable gainers, including Unilever, up F12.90 at F121.60. It announced that it was buying the Asian skin care and soap business of Glaxo Wellcome for F250m.

PARIS remained trapped by worries on the industrial front: there appeared to be no let up in strikes by unions opposed to the government's health sector reforms, and the CAC-40 slipped 7.37 to 1,820.91, down nearly 4 per cent on the week.

In financials, Bayernhypo, Munich rose 80 pfpg to DM36.80, DM45 to DM2.70 and DM37 to DM2.82 respectively.

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However, the market did recover from a session low of 1,805 as the franc stabilised. Turnover was F13.3bn.

ASIA PACIFIC

Nikkei average moves to a 10-month high

Tokyo

The Nikkei average closed at a 10-month high on heavy buying by investment trust funds and futures-led purchases by overseas investors, writes Emiko Terazono in Tokyo.

The 225 index rose 88.68 to 18,633.10, after fluctuating between 18,595.89 and 18,595.86, for a 3 per cent gain on the week.

Institutions moved to take profits in early trading, but Nissel Asset Management, a Y65m investment trust affiliated to Nippon Life, the leading life insurance company, placed purchase orders in the afternoon, boosting prices. A rally in the futures market prompted active arbitrage linked buying, while individuals continued to purchase speculative issues.

Volume was 520m shares against 457.72. The Topix index of all first section stocks gained 1.44, or 1 per cent, to 1,497.65 and the Nikkei 300 rose 3.16, or 1.1 per cent, to 261.44. Advances led by 756 to 304 with 142 unchanged.

In London, the ISE/Nikkei 50 index rose 3.05 to 1,283.90.

Reliance ended up Rs17.5 at Rs155.50 ahead of a meeting of the stock exchange authorities on Monday to discuss the commission's decision to accelerate mutual fund approvals also held sentiment.

HONG KONG fell back from a morning peak following the Dow's overnight decline in New York.

The Hang Seng index put on 49.31 to 9,862.55, off a high of 9,862.57, for a week's improvement of 3 per cent.

There were some notable gainers, including Daimler-Benz, up 1.11, and the All Ordinaries index up 4.5 to 4,163.2. The market made 0.6 per cent this week. BHP added 12 cents to F12.44.

BOMBAZ shaved off a late sell-off to close higher. Reliance remained well-supported as the SSE index rose 3.70, or 1.5 per cent to 3,073.96, little

changed on the week.

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LONDON STOCK EXCHANGE: Dealings

Details of business done shown below have been taken with consent from last Thursday's Stock Exchange Official List and should not be reproduced without permission.

Services
Unless otherwise indicated prices are in pence. The prices are those at which the business was done in the 24 hours up to 5 pm on Thursday and settled through the Stock Exchange Talieman system, they are not in order of execution but in ascending order which denotes the day's highest and lowest dealings.

For those securities in which no business was recorded in Thursday's Official List the latest recorded business in the four previous days is given with the relevant date.

† Bargains at special prices. ♦ Bargains done the previous day.

British Funds, etc

Treasury 13 1/4% Strk 2000/03 - £1264.

Exchequer 10 1/2% Strk 2003 - £1612 (119).

Corporation and County Stocks

London County 5 1/2% Cons Strk 1920/9 after -

£227.4 (229405).

Birmingham Corp 3% Strk 1930/20 after -

£323.4 (229405).

Sheffield Corp 3 1/2% Strk 1940/9 after -

£38.2 (229405).

Birmingham Cons Council 11 1/2% Red Strk 1920/9 after -

£214.4 (229405).

Bristol City 9 1/2% Red Strk 2000 - £123.2 (277405).

Brent Corp 5 Strk 1924/5 - £28.4 (229405).

Croydon Cons 3 1/2% Strk - £31.4 (229405).

Durham Metropolitan Borough Council 7% Strk 2010 (Regd) - £35.1 (277405).

Greater London Cons 3 1/2% Strk - £28.4 (229405).

Hull Corp 3 1/2% Secdln Inv - £31.4 (229405).

Leeds Corp 3% Strk 1920/9 after -

£304.4 (229405).

Kensington & Chelsea Royal Burgh 11.15% Red Strk 2000 - £115.4 (277405).

Leeds City 11 1/2% Strk 1920/9 after -

£134.1 (277405).

London Cons 3% Strk 1920/9 after -

£323.4 (229405).

London Cons 12.66% Strk 2000 - £104.2 (277405).

London Cons 3 1/2% Strk - £28.4 (229405).

Manchester Corp 1891/26 Strk 1920/9 after -

£44.4 (229405).

Manchester Corp 4% Cons Inv Strk - £24.3 (229405).

Metropolitan Water Metropolitan Water 3% A Strk 03/03/03 - £204.6 (229405).

Foreign Stocks, Bonds, etc (coupons payable in London)

Greece (National) 5% Inv 19/4/94 with a

4% Dividend - £104.6 (229405).

Abbay National Savings Capital Plc 5% Strk

Subord Gld Bds - £100.0 (277405).

Abbay National Treasury Senns 4.75% Gld Bds

Nat'l Inv 1993 - £11.2 (229405).

Norwich & Peterborough National Treasury Senns

Plc 5% Strk 1993/2003 - £100.0 (229405).

1999/2000/1000/100000 - £36.45 (229405).

Abbay National Treasury Senns Plc Cld FTN

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Controversial use of public money proposed

Tokyo in new move to cut banks' bad loans

By Gerard Baker in Tokyo

Japan's ruling coalition partners proposed for the first time yesterday the use of limited government funds to help the country's banks dispose of their mountain of bad loans.

The coalition agreed on a plan to use Bank of Japan advances and government guarantees to assist in eliminating the non-performing assets at the country's seven housing loan companies, or "jusen". A solution to the jusen problem is regarded as essential to restoring confidence in Japan's fragile financial system.

A research committee established by the three-party coalition supported a plan drafted by the finance ministry which calls on the main creditors of the jusen to liquidate the housing loan companies expeditiously. It also backed the establishment of a special government-guaranteed body to take over some of the companies' assets.

The use of public money to

assist Japan's troubled banks is highly controversial. Opposition to the idea has grown in the last year following a succession of banking crises, including the collapse of several banks and allegations of criminal activity at Daiwa Bank.

But the government believes the scale of the country's financial problems is so great that public money is essential if stability is to be restored.

This year the authorities have been forced to advance emergency loans to a number of troubled or failed banks, but there has been no formal plan for government money to contribute to any bailout. Yesterday's announcement is the first step toward such a scheme.

The jusen have more than Y50,000m (\$600m) in uncollectible loans and are virtually bankrupt. They were established by leading banks in the 1970s to provide individual home mortgages, but were carried away on a wave of speculative lending in the 1980s.

Their main creditors are the nation's banks and agricultural co-operatives, who have almost Y10,000m in loans to the jusen.

The ministry's plan, approved by the coalition, calls for the banks and agricultural co-ops to write off between them a sum equivalent to the bad loans of the jusen. Those bad loans would then be cancelled.

The jusen's remaining performing assets would be bought by the new body, which would pay for the loans by issuing bonds to be guaranteed by the government. The banks and other creditors would be expected to purchase those bonds.

The Bank of Japan would also be permitted to provide loans to the new body to help it dispose of its assets.

But agreement on the most contentious aspect of the jusen problem is still some way off. The precise value of the loans to be written off by the banks and agricultural co-ops respectively is a matter of dispute between them.

Deposed telecoms company chief fights for \$4m pay-off

By Alan Cane, James Harding,
Peggy Hollinger and
William Lewis in London

Lord Young of Graffham, deposed two weeks ago as chairman of Cable and Wireless, the UK telecommunications group, is fighting for a pay-off worth more than £2.5m (\$4m), despite earlier claims that he had no contract with the company.

He and Mr James Ross, chief executive, were asked to leave by the board after a power struggle between the two men grew into a public row which threatened the group's stability. When they left, C&W attached no blame to either man and said each would get what was his due.

Lord Young has always claimed to have no contract with the company. At the heart of the current negotiations, however, is a letter, signed apparently by Lord Sharp, the former chairman

and architect of the modern C&W. Lord Sharp died in May 1994.

The current board, it is understood, had no previous knowledge of the letter and is deeply divided over how to deal with the former chairman's claim.

No directors would comment yesterday on the negotiations, which are believed to be at an early stage. Mr Brian Smith, who took over as non-executive chairman after Lord Young's departure, said last night he was leaving questions of severance pay to the remuneration committee, chaired by Mr Win Bischoff, chairman of Schroders, the merchant bank.

Mr Ken Clayton, C&W's company secretary, said last night: "Lord Young does not have a service contract. The lack of a contract is very clearly stated in the accounts." He added: "We have no letter, no contract. Lord

Young has left Cable and Wireless and that was announced. He has no connection in the building."

He said: "The last thing that anybody would be doing is negotiating with Lord Young about his pay-off."

Outside his home overlooking London's Regents Park, Lord Young last night refused to comment. His wife said "he should be contacted through his office".

Lord Young's total claim is thought to comprise share options totalling some £1.7m, together with pension entitlements and a sum in lieu of salary until his leaving date, set last month, of February 1997.

The reaction from institutional shareholders indicated that they would even resist a much lower award.

"If it were a £2m pay-off, then I think we would... need to express our discontent through the non-executives," one said.

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